ONLINE SUPPLEMENT

ORGANIZATIONS DRIVING POSITIVE SOCIAL CHANGE:
A REVIEW AND AN INTEGRATIVE FRAMEWORK OF CHANGE PROCESSES

CONTENTS

OVERVIEW OF CHANGE MECHANISMS AND ORGANIZATIONAL PRACTICES

The figure below provides an overview of mechanisms and practices organized according to the three change levers (motivation, capability, opportunity), which in turn correspond to the three differently colored partitions of the figure.

The black text in the outer wheel lists change mechanisms (focused on changing targets external to an organization and its PSC project). The text in the inner triangle lists project organizational practices (internal to a PSC project).
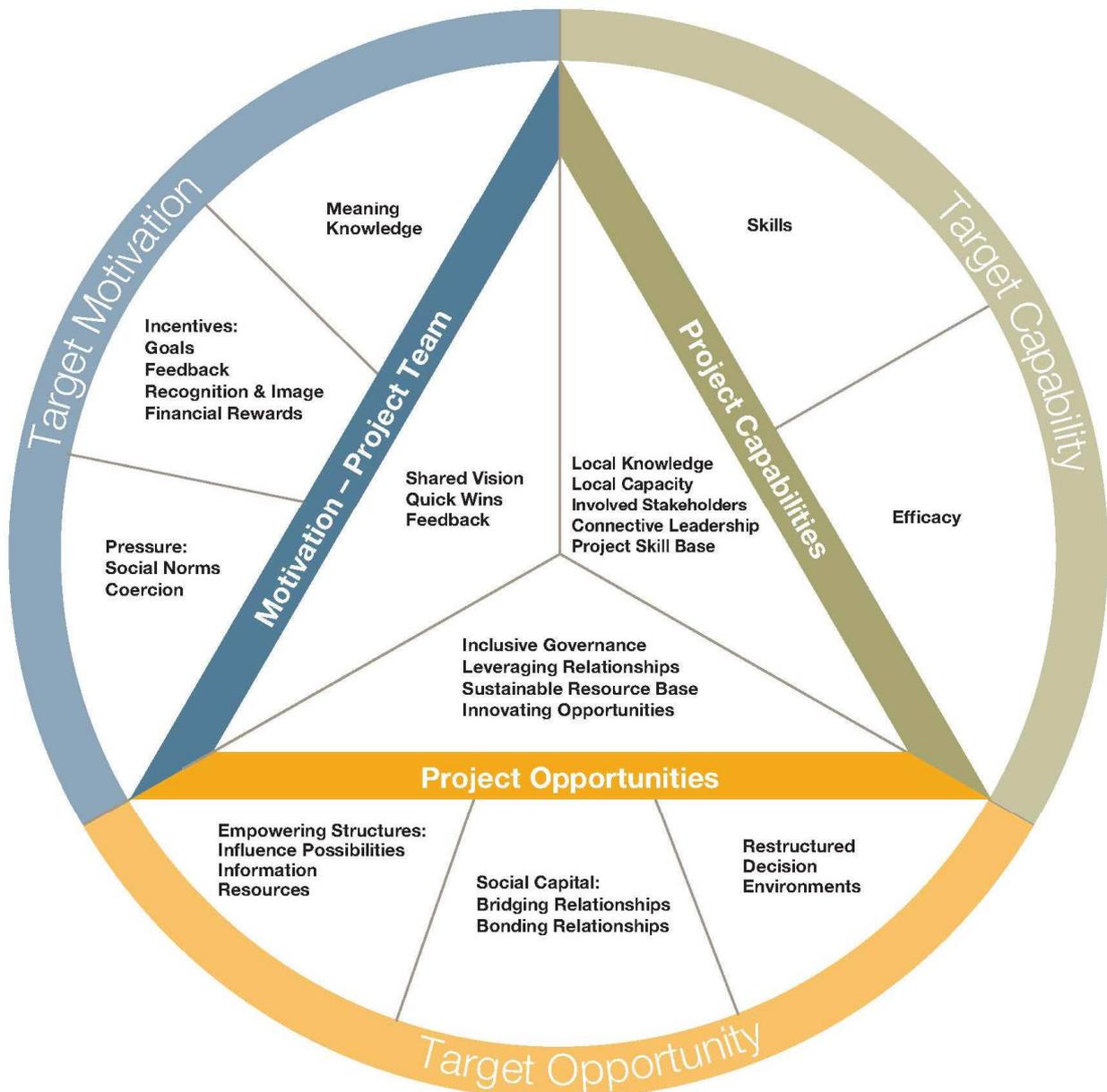
CHANGE MECHANISMS

This section presents more detailed descriptions of the 17 change mechanisms, which outline the transformation elicited in PSC targets alongside the project actions typically triggering it. We give examples from the four PSC change domains (if available from the review), and cite all sources included in the review that provide evidence for each mechanism. Where applicable the description of the mechanisms includes circumstances influencing its effectiveness.

Motivation-based Change Mechanisms

Meaning. Meaning describes targets view of the significance (importance and relevance) of an issue to their own lives (cf. Rosso, Dekas, & Wrzesniewski, 2010). Changes in the experience of meaning impact targets desire and drive to change their behavior.

Associated project actions: PSC projects can shape meaning through communication, especially through framing of issues, messages, and change appeals. Framing broadly refers to processes of meaning construction (Benford & Snow, 2000) with the aim to persuade targets to change behavior. PSC projects frame issues to make them meaningful to targets by appealing to targets' values, relating them to targets' identity, and creating emotions or by presenting new behaviors as valued learning opportunities or as solutions to important communal problems. For example, by framing wind energy as a value-driven activity and a solution to energy supply-problems caused by the reliance on fossil energy sources, the environmental movement helped the wind energy industry to emerge (Sine & Lee, 2009). Nature conservation campaigns were successful by appealing to and instilling feelings of pride in a locality by emphasizing exclusively local animals (Boss, 2008). PSC projects helped targets reframe their mental health issues not as a personal failing but as problems with the system or treatment (Borkman & Munn-Giddings, 2008). Other projects working with marginalized individuals supported them to reframe their marginalized status as an effect of social systems instead of personal deficiencies (Chetkovich & Kunreuther, 2006). Door-to-door canvassing increased voting behavior when canvassers engaged in individualized persuasion attempts providing, for example, reasons for the importance of voting for making their own voice heard as well as for the democratic system (John et al., 2011).

Sources providing evidence Alkon (2008); Alleyne et al. (2011); Alstead et al. (1999); Blackstock et al. (2010); Borkman and Munn-Giddings (2008); Boss (2008); Campbell and Cornish (2011); Carrigan, Moraes, and Leek (2011); Cherry (2010); Chetkovich and Kunreuther (2006); Feiler, Tost, and Grant (2012); John et al. (2011); Johnston (2004); Lounsbury, Ventresca, and Hirsch (2003); Maguire, Hardy, and Lawrence (2004); Nettles

(1991); Osbaldiston and Schott (2012); Pascale et al. (2010); Polletta (2008); Praszkier, Nowak, and Coleman (2010); Rao (2009); Ritvala and Salmi (2010); Sine and Lee (2009); Smaldon (2008); Weber, Heinze, and DeSoucey (2008); Wolfe (2006); Zietsma (2003).

Knowledge. PSC targets acquire and enhance their knowledge, defined as increased understanding (declarative knowledge or 'know-why') based on facts and information in the PSC domain targeted for change.

Associated project actions: PSC projects educated change targets through providing facts and information using leaflets, online information, or instructors to enhance targets' understanding of a PSC issue. For example, a PSC project educated farmers about the consequences of unsustainable farming practices such as the (long-term) detrimental impacts of polluted waterways (Blackstock, Ingram, Burton, Brown, & Slee, 2010) or lack of nature conservation and species protection (Boss, 2008). Other projects build targets' knowledge and understanding about diseases and potential preventative actions to motivate health behavior change (Cugelman, Thelwall, & Dawes, 2011; Kessler, 2012). One project enhanced citizens' knowledge about municipal finance to motivate them to increase their civic engagement (Raman, 2006).

Sources providing evidence: Alleyne, Basu, and Stuckler (2011); Barnett et al. (2004); Bell, Bhana, McKay, and Petersen (2007); Blackstock et al. (2010); Bonanni (2010); Boss (2008); Chetkovich and Kunreuther (2006); Cornell et al. (2009); Cugelman et al. (2011); English, 2002; Fehr (2009); Friedrich, Amann, Vaidyanathan, and Elliot (2010); Goldberg, Frank, Bekenstein, Garrity, and Ruiz (2011); House of Lords (2011); Hunt et al. (2007); Inoue (2011); John et al. (2011); Kemmerly and Macfarlane (2009); Kessler (2012); Linowski and DiFulvio (2012); McGonigal (2011); Mckenzie-Mohr (2000); Nettles (1991); Noar, Benac, and Harris (2007); Osbaldiston and Schott (2012); Paquin (2008); Pascale, Sternin, and Sternin (2010); Praszkier and Nowak (2012); Raman (2006); Ryan, Anastario, and DaCunha (2006); Scearce, Kasper, and McLeod Grant (2010); Seelos and Mair (2005); Southerton, McMeekin, and Evans (2011); Studer, Tsang, Welford, and Hills (2008); White, Agurto, and Araguas (2006); Williams (1995); Yunus (2010).

Incentives. Incentives induce PSC targets to change their behavior to obtain something that they value. We use 'incentives' broadly. The valued outcome can be achieving a goal that targets perceive as desirable, receiving confirmation that one has achieved a desired level of behavior (or has fallen short of it and thus need to invest more effort), receiving recognition for carrying out a behavior (thus bolstering targets individual or collective sense

of esteem) or receiving a monetary or in-kind pay-off. We now describe each of the four mechanisms using incentives.

      Goals. Setting goals directs targets' attention and effort toward a desired PSC outcome. Goals can be set by individuals or collectives themselves or they can be suggested by others and endorsed by the change targets, for example, in the form of pledging or making commitments. Evidence on goal setting more generally indicates that both forms of goal setting can be effective in changing behavior (Locke & Latham, 2002).

      Associated project actions: A meta-analysis found that interventions asking for simple pledge requests, such as asking targets whether they would agree to conserve energy by turning off lights when leaving the office, and the use of other more individualized goals, increased recycling, water and energy conservation behaviors (Osbaldiston & Schott, 2012). A water conservation PSC intervention asked households to pledge/sign commitments to water their gardens only on certain days, which reduced water use compared to the baseline and compared to the control group (Mckenzie-Mohr, 2000). Goal setting was often effectively used together with feedback, especially in attempts to change health behavior (Cugelman et al., 2011; White et al., 2006).

      Sources providing evidence: Cugelman et al. (2011); Friedrich et al. (2010); House of Lords (2011); John et al. (2011); Osbaldiston and Schott (2012); Smaldon (2008); White et al. (2006).

      Feedback. Feedback refers to information that targets receive about their behavior either in the form of an overall evaluation (e.g., positive or negative) or specific information about their level of performance (DeNisi, 2005). Incentives are implicit in feedback. Positive feedback reinforces targets feelings of self-efficacy, pride, and satisfaction and can sustain and encourage further positive behavior change.

      Associated project actions: Feedback can be provided by an external source (e.g., a smart energy meter informing residents about their energy use, Friedrich et al., 2010) or can be intrinsic to a task. For instance, a PSC project in the Philippines aiming to alleviate poverty and reforest the landscape provided relatively quick visible feedback (extra fodder and firewood), which acted as an incentive for the community to continue its actions (Brown, Dettmann, Rinaudo, Tefera, & Tofu, 2011). In another example, individuals that helped First Aid Corps create a map of every accessible defibrillator in the world, received feedback about the usage of the defibrillator that they identified (McGonigal, 2011).

      Reactions to feedback have been found to depend on the credibility and perceived legitimacy of the information provided as feedback (Darby, 2006) and the reference point.

For instance, studies of smart meters found that households were less likely to further conserve electricity when they received feedback that they were already conserving more electricity than their neighborhood (Friedrich et al., 2010). John et al. (2011) replicate this effect in a food waste recycling intervention.

Sources providing evidence: Brown et al. (2011); Cabinett Office Behavioural Insights Team (2011); Cugelman et al. (2011); Darby (2006); English (2002); Fehr (2009); Friedrich et al. (2010); Hutchings et al. (2007); McGonigal (2011); Mckenzie-Mohr (2000); Noar et al. (2007); Osbaldiston & Schott (2012); White et al. (2006).

Recognition and image rewards. Recognition and image are rewards linked to targets private and public desire for esteem. Recognition positively reinforces behaviors by enhancing targets feelings of self-esteem and goal achievement. Targets can also be driven by image concerns, i.e., seeking social approval by exhibiting behaviors they believe others will view positively (John et al., 2011).

Associated project actions: PSC projects appeal to targets' sense of esteem by providing recognition and image-based rewards, for instance through making actions public. The Environmental Protection Agency (EPA) Smart Way Program provided certification to transport companies who achieve specific energy and emission reductions. The certification provided advertising and image boosts for the companies while improvements to vehicles reduced fuel costs (Friedrich et al., 2010). Similarly, corporate coffee retailers engaged with the fair trade coffee movement to reap image benefits (Raynolds, 2009). Individuals engaged in more prosocial behaviors such as pledging and donating to charity when the behavior was made public (Ariely, Bracha, & Meier, 2009; John et al., 2011).

The effectiveness of the recognition and reward mechanism appear to be contingent on the presence of monetary incentives as described in the financial reward mechanism below (Ariely et al., 2009).

Sources providing evidence: Ariely et al. (2009); Ashman (2001); Friedrich et al. (2010); John et al. (2011); Plambeck and Denend (2008); Raynolds (2009); Ross and Wood (2008); Studer et al. (2008); Zietsma (2003).

Financial rewards. Financial rewards motivate targets to change their behavior due to the instrumental value of money. Money is a strong incentive as it is easily convertible, i.e., targets can use money to obtain things they desire.

Associated project actions: Projects provided financial rewards in the form of money, cash-equivalents (e.g., vouchers, rebates) or the promise of an indirect payoff (e.g., cost reductions) contingent on the adoption of positive behaviors. For example, a consumer energy-

efficiency intervention gave rebates to people who purchased vehicles with low carbon dioxide emissions (Friedrich et al., 2010). An industrial symbiosis project reduced organizations' operating costs indirectly by reducing waste and by bringing together organizations that could use each other's waste products (Paquin, 2008). Microcredit projects contain indirect financial rewards as the loan allows poor women to engage in business activities to generate income for their family, which some microfinance studies referred to as a change mechanisms (e.g., Bernasek, 2003).

The effects of financial rewards can also depend on image rewards. Out of concern for their image, individuals in a charity task did not adopt the desired positive behavior when it was publically rewarded by a monetary incentive (Ariely et al., 2009).

Sources providing evidence: Ariely et al. (2009); Bernasek (2003); Brown et al. (2011); Campbell and Cornish (2011); English (2002); Friedrich et al. (2010); Hellsten and Mallin (2006); Hitchcock and Willard (2009); Hutson (2006); John et al. (2011); Mosley and Rock (2004); Osbaldiston and Schott (2012); Osborne (2010); Paquin (2008); Plambeck and Denend (2008); Praszkier et al. (2010); Sinha (1999); Southerton et al. (2011); Studer et al. (2008); World Wildlife Fund and Brooklynhurst (2012); York (2010).

Pressure. Perceiving more or less subtle external pressures motivates targets to change their behavior. Pressure changes targets behavior though eliciting extrinsic motivation.

Social norms. Social norms, or social normative pressure, refers to targets perceiving pressure to conform to the behavior of others who are seen as representing the norm, i.e., it is a form of following the "wisdom of the crowd" (Cialdini, 2001).

Associated project actions: PSC projects exerted social normative pressure by making salient the choices of others. Individual households were more likely to adopt energy-saving behaviors when being told that most people in their community save energy (Nolan, Schultz, Cialdini, Goldstein, & Griskevicius, 2008). A meta-analysis of health-behavior change campaigns found that providing information about others engagement in a health behavior was effective in increasing targets health behaviors (Cugelman et al., 2011). Informal industry-wide norms were found to exert normative pressure on companies, such as when organizations copied the behaviors of other organizations in the same institutional field and adopted enhanced corporate responsibility practices (Tashman & Rivera, 2010). Individuals were more likely to sign a petition, when told that many signatures had already been collected (John et al., 2011).

The "wisdom of the crowd" was less convincing when the crowd was small. In the example relating to petitions, suggesting that relatively low numbers of people (fewer than 100) had already signed the petition, had a slight negative effect on further actors signing the petition (John et al., 2011).

Sources providing evidence: Ashman (2001); Bell et al. (2007); Blackstock et al. (2010); Carrigan et al. (2011); Cugelman et al. (2011); Friedrich et al. (2010); Hellsten and Mallin (2006); House of Lords (2011); John et al. (2011); Mckenzie-Mohr (2000); Nolan et al. (2008); Reid and Toffel (2009); Southerton et al. (2011); Tashman and Rivera (2010); York (2010); Zietsma (2003).

Coercive pressure. Experiencing coercive pressure lead targets to change their behavior through the expectation or threat of negative consequences in the form of punishment or costs if change does not occur (Burnes, 2009; Michie, van Stralen, & West, 2011).

 Associated project actions: PSC projects applied coercive pressure by threating to implement rules or regulations, by actually implementing rules and regulations, or by threatening smaller, less powerful suppliers with loss of business. The threat of corresponding regulation lead corporates to engage in more voluntary disclosure about environmental practices (Reid & Toffel, 2009). In another example, to continue as a Walmart partner, Walmart required its fish suppliers to become certified by the Marine Stewardship Council (Plambeck & Denend, 2008). Similarly, suppliers complied with mandates from automakers to adopt environmental management systems (Hutson, 2006). A university campus project successfully reduced drinking behavior did so successfully by having campus security and local police enforcing rules and policies related to alcohol consumption (Linowski & DiFulvio, 2012).

PSC resulting from coercive pressure is likely to be reversed once pressure ceases. Coercive approaches were less effective compared to more collaborative, high-involvement approaches in retailers efforts to develop more sustainable fruit supply chains (Muller, Vermeulen, & Glasbergen, 2012) and fair trade coffee supply chains (Raynolds, 2009). See also manuscript text on surface-level strategies for more elaboration on the role of threat.

Sources providing evidence: Alleyne et al. (2011); Cabinett Office Behavioural Insights Team (2011); Friedrich et al. (2010); Hellsten and Mallin (2006); House of Lords (2011); Hutson (2006); Linowski and DiFulvio (2012); Muller et al. (2012); Plambeck and Denend (2008); Raynolds (2009); Reid and Toffel (2009); Ross and Wood (2008); Southerton et al. (2011); Zietsma (2003).

Capability-based Change Mechanisms

Skills. PSC targets develop their skills, i.e. procedural knowledge ('know how to') of how to behave differently in the PSC domain targeted for change.

Associated project actions: PSC projects developed targets' skills through training and direct instruction, including experiential learning in which targets try out and practice specific skills. Other projects used modelling (social learning) in which targets either directly observe others successfully executing a skill or view recorded observations. For example, PSC projects developed waste-sorting skills in households through direct instruction (Lounsbury et al., 2003), and developed parenting skills (with the aim of ultimately improving community social inclusion) through modelling and training interventions (Hutchings et al., 2007). Another project instructed poor women in cooking skills to develop their capability to prepare healthy meals (Cornell et al., 2009). In another example, a project developed businesses' corporate social responsibility know-how through modelling (i.e. showcasing and analyzing successful examples of similar businesses, Tashman & Rivera, 2010).

Sources providing evidence: Bagley and Ackerley (2006); Bell et al. (2007); Bernasek (2003); Chetkovich and Kunreuther (2006); Cornell et al. (2009); Cugelman et al. (2011); Ehlers and Main (1998); English (2002); Friedrich et al. (2010); House of Lords (2011); Hutchings et al. (2007); Jansen and Pippard (1998); John et al. (2011); Leach and Sitaram (2002); Lounsbury et al. (2003); McGonigal (2011); Mckenzie-Mohr (2000); Mosley and Rock (2004); Nettles (1991); Oettlé, Arendse, Koelle, and Van Der Poll (2004); Osbaldiston and Schott (2012); Pascale et al. (2010); Perrini, Vurro, and Costanzo (2010); Praszkier et al. (2010); Praszkier and Nowak (2012); Rowe, Gavrilova, Velev, and Shaw (2009); Schellhorn (2010); Sinha (1999); Tashman and Rivera (2010); The National Evaluation of Sure Start (NESS) Research Team, 2008 (2010); Weber et al. (2008); Williams (1995); Yunus (2010).

Efficacy. Self- or collective efficacy of targets refers to their perceived *confidence* in their ability (either as an individual or as a group) to successfully engage in more positive behavior (Bandura, 1977, 2002).

Associated project actions: PSC projects developed targets' self- and collective efficacy through training, workshops, enabling personal mastery experiences, and modelling (i.e., the direct or recorded observations of others successfully executing a behavior), providing examples of stylized models (e.g., cartoons), or encouragement from others. For example, a coastal conservation project in the Philippines used experiential training methods to build local residents' efficacy to monitor valuable natural resources (English, 2002). A social enterprise (Grameen Bank) fostered microfinance borrowers' confidence through facilitating

peer-mentoring in the borrower groups (Bernasek, 2003). Self-help groups for stuttering individuals increased individual and collective efficacy through mutual encouragement (Borkman & Munn-Giddings, 2008). An HIV prevention and mental health project provided cartoons demonstrating how adolescents can successfully deal with drug-related peer pressure (Bell et al., 2007).

Sources providing evidence: Alleyne et al. (2011); Bagley and Ackerley (2006); Bell et al. (2007); Bernasek (2003); Borkman and Munn-Giddings (2008); Campbell and Cornish (2011); Chetkovich and Kunreuther (2006); English (2002); House of Lords (2011); Hutchings et al. (2007); Kessler (2012); Leach and Sitaram (2002); McGonigal (2011); Mosley and Rock, 2004; Partzsch and Ziegler (2011); Pascale et al. (2010); Perrini et al. (2010); Praszkier et al. (2010); Seelos and Mair (2005); White et al. (2006); Williams (1995).

Opportunity-based Change Mechanisms

Empowering opportunity structures. Situations are empowering when they confer to targets influence possibilities, and access to information and resources – thus giving targets the opportunity to change their behavior whilst minimizing possible constraints for behavior change. Creating access to relevant information in a transparent manner removes obstacles to exercising influence possibilities.

Influence possibilities. PSC targets have the possibility to influence and participate in relevant strategic decisions about goals and resources, i.e., decisions affecting them with regard to a PSC project.

Associated project actions: Affording PSC targets influence power and possibilities over relevant decisions of the PSC project and process. Projects realized this through consultations, facilitating complaints processes, and involving targets in project governance. For instance, a social change organization provided residents with a template complaint form to send to their local political representatives to exert influence against polluting organizations (Hecht, 2008). The UK Sure Start program aimed to improve community social inclusion through creating local partnership boards including representatives from the municipal council and parents, which gave them a voice in decisions on the focus of initiatives and resource use (Bagley & Ackerley, 2006). A social enterprise producing affordable user-centered medical products aimed at isolated and poor communities, involved people who will use the technology as it designed, tested, and refined the product (Hecht, 2008). YouthFriends, a school-community partnership set up to increase local volunteer mentoring of youth, defined its

strategy and refined its goals through conducting grassroots user focus groups (Roussos, 2002).

Sources providing evidence: Bagley and Ackerley (2006); Brown et al. (2011); Chetkovich and Kunreuther (2006); Downey (2009); Hecht (2008); Jansen and Pippard (1998); John et al. (2011); Johnston (2004); Lounsbury et al. (2003); Mosley, Olejarova, and Alexeeva (2004); Partzsch and Ziegler (2011); Plambeck and Denend (2008); Praszkier and Nowak (2012); Raman (2006); Roussos (2002); Sine and Lee (2009); Sinha (1999); Southerton et al. (2011); Vasi (2009).

Information. Access to relevant information about the PSC process, the status quo and its future goals grants PSC targets greater control and choice and thereby enables them to change their behavior (cf. Spreitzer, 1996). Relevant information refers to information fitting the domain and scope of the PSC project (cf. Spreitzer, 2008).

Associated project actions: Projects share information about the PSC process, its status, and goals with PSC targets in a transparent manner, i.e., not strategically withholding information. One PSC project created greater information transparency about supply chains and sourcing of produce through an open social media platform that linked various stakeholders and allowed businesses and consumers to make more sustainable choices (Bonanni, 2010). A microfinance institution facilitated PSC (empowering poor women) in part through conducting banking transparently, i.e., bank workers attended local borrower group meetings, discussing, and conducting banking operations openly in front of all members (Jansen & Pippard, 1998). A community-based organization increased transparency about municipal finance by disclosing information about the local government budget and the budgeting process to increase citizens' civic engagement (Raman, 2006). Social change organizations provided target groups with transparent unbiased information and analysis to inform their actions and outline influence possibilities, for example, with respect to election reform issues and voting rights for the Latino community in the US (Chetkovich & Kunreuther, 2006).

Pushing for access to information and information transparency can be inappropriate or challenging when the processes involve personal information (Scearce et al., 2010) or when providing information impacts an organization's competitive advantage. For instance, Walmart disclosed sensitive information on its internal processes to its suppliers as part of an initiative to enhance the environmental sustainability of its supply chain and thereby weakened its position vis-a-vis its suppliers (Plambeck & Denend, 2008).

Sources providing evidence: Bonanni (2010); Chetkovich and Kunreuther (2006); Jansen and Pippard (1998); Plambeck and Denend (2008); Raman (2006).

Resources. PSC targets have access to resources which empowers them to change their behavior.

Associated project actions: PSC projects enable targets to access resources by making it cheaper for targets to obtain services and products, or by providing services free of charge. An example is a community-based energy conservation project that provided energy evaluations to households at a greatly reduced fee to encourage households to improve their properties' energy efficiency (Parker, Rowlands, & Scott, 2003). Microcredit programs provide financial resources (loans) against social collateral to empower poor women by facilitating their entrepreneurial activities (e.g. Bernasek, 2003; Mosley & Rock, 2004). An analysis of the effects of cheap micro-health insurance that can be paid in small scale, frequent installments revealed greater utilization of the formal health care system by PSC targets (poor households), higher health awareness and a marginally positive effect on physical health (Hamid, Roberts, & Mosley, 2011).

Sources providing evidence: Alkon (2008); Alleyne et al. (2011); Carrigan et al. (2011); Christabell (2007); Ehlers and Main (1998); Hamid et al. (2011); Jansen and Pippard (1998); Leach and Sitaram (2002); Milgram, 2001 (2005); Mosley et al. (2004); Mosley and Rock (2004); Nettles (1991); Parker et al. (2003); Perrini et al. (2010); Rowe et al. (2009); Seelos and Mair (2005); Southerton et al. (2011); York (2010); Yunus (2010).

Social capital. Social capital broadly refers to targets' ability to access resources through social relationships arising from the goodwill that these relationships build (Adler & Kwon, 2002). Two types of social capital, bridging/weak-tie and bonding/strong-tie relationships are typically differentiated (e.g., Adler & Kwon, 2002).

Bridging social capital. Through forming so-called 'bridging' or weak-tie relationships with diverse 'others', targets can access further resources empowering them to change their behavior. They can also access different perspectives through such relationships, which can promote tolerance and eventually greater social inclusion.

Associated project actions: Projects build and facilitate collaboration among diverse and previously unconnected actors. For instance, the organizers of a community development project in South Africa connected disparate communities so they could exchange knowledge and expertise to increase sustainable use of their natural resources (Oettl, Arendse, Koelle, & Van Der Poll, 2004). Social enterprises connected previously unconnected and conflicting parties through setting up projects that had clear benefits for both parties and required them to collaborate (e.g., IT classes, toilet facilities, creating and selling products that require both groups for production), which in turn promoted societal integration (Praszkier, Nowak, &

Coleman, 2010). A community health project on AIDS/HIV prevention enabled access to resources by linking the marginalized group (sex workers) to external groups that have the political and economic power to support them (Campbell, Nair, & Maimane, 2007). A PSC project aimed at increasing civic participation and integration of American Muslims by bringing together leaders from different communities and creating new connections (Downey, 2009).

Sources providing evidence: Bagley and Ackerley (2006); Bernasek (2003); Brown et al. (2011); Campbell and Cornish (2011); Downey (2009); Goldberg et al. (2011); Maguire et al. (2004); Mosley et al. (2004); Oettlé et al. (2004); Paquin (2008); Pascale et al. (2010); Praszkier and Nowak (2012); Ritvala and Salmi (2010); Scearce et al. (2010); Williams (1995); Wolfe (2006).

Bonding social capital. Experiencing social support based on cohesive and trusting (bonding) social capital relationships helps and empowers targets to change their behavior. Social support has an emotional dimension (e.g., sense of community, someone willing to listen to problems) as well as an instrumental dimension (i.e. tangible help, exchange of best practice). Bonding social capital can also become a direct source of collective action. For instance, cohesive microfinance borrower groups felt empowered to challenge authorities' corrupt activities (Mosley, Olejarova, & Alexeeva, 2004).

Associated project actions: PSC projects have facilitated the building of supportive relationships, for example among farmers' networks which helped to instill a sense of community and facilitated exchanging best practice learnings (Blackstock et al., 2010; Weber et al., 2008). Other PSC projects build on existing supportive relationships among change targets (e.g., among borrower groups in microfinance initiatives, Mosely et al., 2004). In cohesive microfinance borrower groups members help each other in areas from business to childcare matters (Bernasek, 2003). PSC projects have actively encouraged the building of supportive, bonding social capital by facilitating mutual emotional support and best practice learning among group members, for instance, in support groups of local sex workers to engage in HIV prevention (Campbell, Nair, & Maimane, 2007).

There are limits to PSC projects 'creating' cohesive relationships as bonding relationships have been found to develop slowly (Mosley et al., 2004). In addition, highly cohesive groups have been found to exclude or exert pressure on the less powerful, disadvantaged members in microcredit borrower groups (Milgram, 2001, 2005) thereby limiting their potential of empowering all group members.

Sources providing evidence: Bell et al. (2007); Bernasek (2003); Blackstock et al. (2010); Borkman and Munn-Giddings (2008); Campbell and Cornish (2011); Cornell et al.

(2009); Goldberg et al. (2011); Jansen and Pippard (1998); Milgram, 2001 (2005); Mosley et al. (2004); Mosley and Rock (2004); Praszkier et al. (2010); Praszkier and Nowak (2012); Scearce et al. (2010); Seelos and Mair (2005); Smaldon (2008); Weber et al. (2008); White et al. (2006).

Restructured decision environments. PSC targets encounter physical decision-making contexts which are shaped in such a way that more positive behavior becomes the easier choice (Thaler & Sunstein, 2008). These contexts either support automatic decision making (appealing to targets' heuristic thinking), provide prompts that remind targets about PSC options, or lower their cognitive load when wanting to engage in more positive behavior.

Associated project actions: PSC projects have rearranged the physical environment to make it easier for targets to engage in sustainable behavior or provide reminders in the form of prompts to perform a more sustainable behavior. For example, supermarkets banned plastic bags and instead stocked reusable bags (Carrigan et al., 2011). Workplace canteen/local shops made healthy food and produce available as part of a workplace/community initiative to increase healthy eating (Cornell et al., 2009; Hunt et al., 2007), and restaurant provided prompts about calorie counts on menus (Sallis & Glanz, 2009). Higher interest in volunteering (but no increase in volunteering behaviors) resulted when a local council asked citizens, who had called with complaints whether they would like to volunteer to help in their community (John et al., 2011).

This mechanism appeared to be particularly effective when the cost of the behavior to the PSC target was low and the target was willing to make a spontaneous decision. In addition, findings on the durability of behavior change achieved through restructured decision environments and prompts is mixed (John et al., 2011). See our discussion of surface-level strategies for more information.

Sources providing evidence: Brown et al. (2011); Cabinett Office Behavioural Insights Team (2011); Carrigan et al. (2011); Cornell et al. (2009); Cugelman et al. (2011); Friedrich et al. (2010); House of Lords (2011); Hunt et al. (2007); John et al. (2011); Kemmerly and Macfarlane (2009); Lounsbury et al. (2003); Mckenzie-Mohr (2000); Noar et al. (2007); Nolan et al. (2008); Osbaldiston and Schott (2012); Paquin (2008); Prasad, Kimeldorf, Meyer, and Robinson (2004); Roussos (2002); Ryan et al. (2006); Sallis and Glanz (2009); Southerton et al. (2011); Suminski, Petosa, Jones, Hall, and Poston (2009); The National Evaluation of Sure Start (NESS) Research Team (2010); Vos and Welsh (2010); Williams (1995).

Awareness

Awareness refers to targets being conscious of a PSC issue and possible ways to change their behavior. Awareness refers to recognition ('knowing of something'). It does not imply understanding or evaluation of a particular issue or behavior as good/bad, threatening, relevant etc. It is a mechanism that is not associated with either motivation, capability or opportunity, but rather acts as a precursor to all mechanisms related to these three levers, with the exception of restructured decision environments (see paper for details).

Associated project actions: PSC projects raised awareness through communication activities using various media including websites, lectures and face-to-face communication (e.g., Cugelman, Thelwall, & Dawes, 2011; English, 2002; Suminski, Petosa, Jones, Hall, & Poston, 2009). For example, a social enterprise, working with researchers, increased curbside recycling behavior through a door-to-door canvassing campaign that raised awareness of the service (John et al., 2011). Small businesses created awareness of a health program seeking to reduce cancer risk and increasing healthy behaviors (e.g., healthy eating and exercise) amongst their workforce through various communication activities (e.g., posters) and awareness-raising events (Hunt et al., 2007). An agricultural union instigated boycotts to raise awareness and gain support for their action against social and economic instability, particularly for Mexican workers, which was brought about by their working conditions (Johnston, 2004). Another PSC project, increased citizens' awareness of civic engagement in a municipal finance project through radio shows, newsletters, and backing from high profile individuals (Raman, 2006).

Awareness raising is often part of educating campaigns, which aim to increase targets' knowledge and understanding, or a by-product of PSC initiatives seeking to create meaning.

Sources providing evidence: Alleyne et al. (2011); Alstead et al. (1999); Barnett et al. (2004); Boss (2008); Carrigan et al. (2011); Cornell et al. (2009); Cugelman et al. (2011); English (2002); Friedrich et al. (2010); House of Lords (2011); Hunt et al. (2007); John et al. (2011); Johnston (2004); Kemmerly and Macfarlane (2009); Nolan et al. (2008); Parker et al. (2003); Pascale et al. (2010); Prasad et al. (2004); Raman (2006); Rowe et al. (2009); Ryan et al. (2006); Sine and Lee (2009); Southerton et al. (2011); Studer et al. (2008); Suminski et al. (2009); Thorn (2007); Yunus (2010).

ORGANIZATIONAL PRACTICES

This section presents more detailed descriptions of the 12 organizational practices, clustered by change lever, along with examples of how projects implemented practices, and citations to all sources included in the review that provide evidence for each practice.

Motivation-based Organizational Practices

Building a shared project vision. Shared organizational visions and goals motivate firm performance (Baum, Locke, & Kirkpatrick, 1998). Similarly, PSC projects are more likely to be able to stimulate PSC if the various project members share a clear vision of what the project aspires to achieve. Such a vision provided project members with a meaningful long-term goal and a sense of a positive collective identity (Kania & Kramer, 2011). It also helped to improve coordination among project members and enhanced clarity about the specific goals and actions needed to stimulate PSC (Watson-Thompson, Fawcett, & Schultz, 2008). Shared project visions were created through: *negotiation* in a Canadian initiative that changed practices of AIDS/HIV advocacy and treatment (Maguire et al., 2004) as well as in social business joint ventures to alleviate poverty and increase social inclusion in Bangladesh (Yunus, 2010); through *strategic planning workshops and consultation* with project members and stakeholders, e.g., in a community change project working towards greater social inclusion (Watson-Thompson et al., 2008); and through *co-creation* by immersion in one project partner's local context in the case of a BoP cleaning products venture in the Kibera slum in Kenya that aimed to improve the Kibera residents health as well as provide employment (Johnson, 2007). Community organizations, e.g., groups working to reduce gun violence found that project vision and goals may need to be re-assessed as projects unfold and more certainty is gained over particularly effective actions to stimulate PSC (Wolfe, 2006).

Sources providing evidence: Carrigan et al. (2011); Hoddinott, Britten, and Pill (2010); Hunt et al. (2007); Johnston (2004); Kania and Kramer (2011); Maguire et al. (2004); Muller et al. (2012); O'Connor, Hanny, and Lewis (2011); Raynolds (2009); Watson-Thompson et al. (2008); Weber et al. (2008); Williams (1995); Williams et al. (1996); Wolfe (2006); Yunus, Moingeon, and Lehmann-Ortega (2010).

Generating quick wins. Small but demonstrable successes in stimulating PSC achieved in a short time span can motivate project members as one form of feedback. Such quick wins allow celebrating initial success, and can help create momentum for the project start-up phase or rekindle motivation among project members in later phases or when the

change process may seem 'stuck'. PSC projects generated such motivating quick wins by focusing on targets that they could most easily influence or those with large margins for change. For instance, PSC projects targeted people renovating their houses as they were particularly receptive to implementing energy-conservation measures, such as insulating walls and attics (Cabinett Office Behavioural Insights Team, 2011). In some instances, pilot studies allowed projects to generate quick wins, i.e., social impacts, while limiting risk and resource investments (Bonanni, 2010). Quicks wins can also be useful in generating resources for a project as in the case of the San Patrignano drug rehabilitation center which created small enterprises to provide employment for members and generate income for the center. These enterprises focused on services that were known to be in demand in the local area which provided quick return on their efforts, motivating project members and stakeholders (Perrini et al., 2010).

Sources providing evidence: Downey (2009); Friedrich et al. (2010); Milgram (2001); Paquin (2008); Perrini et al. (2010); Praszkier et al. (2010); Praszkier and Nowak (2012); Schellhorn (2010); Suminski et al. (2009).

Evaluating and providing feedback. Evaluation provides information about the progress of a project toward its goals, which can motivate project members in the form of feedback. Progress can be monitored, for example by graphically tracking trends, allowing the celebration of positive trends to bolster project members' motivation (Fehr, 2009; Pascale et al., 2010). For instance, the Strive initiative for improving student education and achievement developed 21 benchmark indicators based on its theory of change, which allowed different stakeholders in the Strive partnership to track progress, including indicators reflecting stakeholders specific contributions (Kania & Kramer, 2011). Evaluating and providing feedback can also help make projects manageable and increase motivation by reducing uncertainty. It enables project members to make sense of the often complex change process, and also allows responding early to negative trends. PSC projects derived indicators from specific project goals and mental models of the causal drivers of social impact (Kania & Kramer, 2011; Pascale et al., 2010). Projects assessed both quantitative and qualitative indicators, including in-depth interviews with stakeholders, which helped uncover unintended effects of PSC projects (Chetkovich & Kunreuther, 2006; Johnson, 2007). One challenge is identifying the correct metrics to use, particularly in instances where project initiators are unfamiliar with the local context. For example, SC Johnson's attempts to introduce new business models in the Kibera slum in Nairobi required the development of context specific goals which differed from the organizations traditional performance indicators (Johnson, 2007).

Sources providing evidence: Cornell et al. (2009); Fehr (2009); Johnson (2007); Kania and Kramer (2011); Kaufman et al. (2006); Kemmerly and Macfarlane (2009); Pascale et al. (2010); Sinha (1999); Yunus (2010).

Capability-based Organizational Practices

Building on local knowledge. PSC projects can seek to understand and build on the local setting (i.e., local experiences, understandings, practices, and values) instead of trying to impose 'one best way' from the outside (e.g., Boss, 2008; Pascale, Sternin, & Sternin, 2010). This can help to tailor the project to the specific needs of local stakeholders and PSC targets and increase their acceptance of the project. The meaning of 'local' depended on the specific project. It varied from specific geographic communities to an entire country in the case of multinational organizations, Danone and Telenor, which created PSC projects in Bangladesh as social business joint ventures with the Bangladeshi nonprofit Grameen (Seelos & Mair, 2007; Yunus, 2010). Projects built an understanding of the local context by interviewing key stakeholders, spending time in the community (e.g., conducting ethnography) or involving members of the local community directly in the delivery of the project especially when local knowledge could not be easily transferred (Boss, 2008; Yunus, 2010). Some projects benefitted from being led by local entrepreneurs who could draw on their own knowledge of the context and history of a group. Two religious leaders in Nigeria who set up Christian Muslim youth camps to promote peace, having previously been members of militant youth groups themselves (Praszkier et al., 2010). In another project an environmental activist instigated a collaborative effort among retail outlets to ban plastic bags in her home town (Carrigan et al., 2011).

Sources providing evidence: Alstead et al. (1999); Bagley and Ackerley (2006); Bell et al. (2007); Boss (2008); Carrigan et al. (2011); Cornell et al. (2009); English (2002); Goldberg et al. (2011); Hoddinott et al. (2010); House of Lords (2011); Jansen and Pippard (1998); Jones and Snelgrove (2006); Leach and Sitaram (2002); Milgram (2001); Oettlé et al. (2004); Pascale et al. (2010); Perrini et al. (2010); Praszkier et al. (2010); Praszkier and Nowak (2012); Rowe et al. (2009); Ryan et al. (2006); Seelos and Mair (2007); Williams (1995); Williams et al. (1996); Yunus et al. (2010); Yunus (2010).

Harnessing local capacity. PSC projects that harnessed local capacity such as those based on the positive deviance approach developed in public health (Pascale, Sternin, & Sternin, 2010) assumed that even in disadvantaged communities singular local solutions to

societal challenges already exist. For example, a small minority of families in a village may not have had severely malnourished children despite facing the same scarce resources as all other families. A PSC project can build on such local capacity by scaling the local solution to an entire collective (e.g., throughout the village and other villages) to whom this solution is likely to be acceptable as it originates from within their culture and uses the locally available means and resources. SC Johnson's base of the pyramid project with residents in Naorobi slums leveraged the capacity of young local residents to engage in innovative entrepreneurial ventures in order to deliver health and economic improvements for the area (Johnson, 2007). Similarly, the Suid Bokkeveld community exchange program encouraged communities to find and build from local established methods of increasing income via sustainable use of their land (Oettlé et al., 2004).

Sources providing evidence: Bagley and Ackerley (2006); Boss (2008); House of Lords (2011); Johnson (2007); Milgram (2001); Oettlé et al. (2004); Pascale et al. (2010); Seelos and Mair (2007); Yunus (2010).

Involving relevant stakeholders. Involving stakeholders (i.e., persons, groups or organizations that are affected by the social need or the proposed PSC solution) can enhance the capability of a project to stimulate PSC. Stakeholder involvement provided projects with better understanding and made the proposed solutions and the projects themselves more acceptable for the PSC targets (Plambeck & Denend, 2008; Ryan, Anastario, & DaCunha, 2006). For instance, the SC Johnson co-led PSC project in Kibera, which aimed to improve health and employment, used input from the slum's citizens when designing their social businesses to ensure that these businesses would meet the citizens' specific needs. (Johnson, 2007). Projects aiming to address entrenched community conflict, connected diverse stakeholders to create new contexts for co-operation. For example one project brought senior citizens together with "wayward" young people to create a recipe book and foster positive relationships (Praszkier et al., 2010). More formalized modes of stakeholder involvement (e.g., co-ownership and collaborations) are discussed as opportunity-related practices below.

Sources providing evidence: Bagley and Ackerley (2006); Bell et al. (2007); Bonanni (2010); Boss (2008); Carrigan et al. (2011); House of Lords (2011); Hunt et al. (2007); Jansen and Pippard (1998); John et al. (2011); Johnston (2004); Kania and Kramer (2011); Kaufman et al. (2006); Maguire et al. (2004); O'Connor et al. (2011); Oettlé et al. (2004); Plambeck and Denend (2008); Praszkier et al. (2010); Praszkier and Nowak (2012); Raman (2006); Ritvala and Salmi (2010); Rowe et al. (2009); Ryan et al. (2006); Williams (1995); Williams et al. (1996).

Demonstrating connective leadership. Connective leadership practices describe a project's efforts to form and maintain alliances and networks by connecting and coordinating diverse organization and groups. For instance, community projects emphasized the need to build connections across a variety of organizations, including local businesses, religious groups, and educational institutions in order to identify available resources and to encourage wide ranging action on social problems, such as a lack of physical activity (Suminski et al., 2009). Similarly, the Strive initiative brought together and coordinated more than 300 diverse organizations across Cincinnati to improve education and student achievement (Kania & Kramer, 2011). Connective leadership may be hindered by competition for resources, including among non-profit and other social change organizations (Chetkovich & Kunreuther, 2006).

Sources providing evidence: Boss (2008); Campbell and Cornish (2011); Carrigan et al. (2011); Chetkovich and Kunreuther (2006); English (2002); Hoddinott et al. (2010); Jansen and Pippard (1998); Kania and Kramer (2011); Perrini et al. (2010); Praszkier et al. (2010); Praszkier and Nowak (2012); Ritvala and Salmi (2010); Scearce et al. (2010); Suminski et al. (2009); Williams (1995); Wolfe (2006); Zietsma (2003).

Developing the project skill base. Appropriate training can develop a project's skill base. For instance, PSC projects set up as cross-sector partnerships benefitted from developing their collaboration skills, which helped them to leverage each partner's skills effectively. Similarily, collaborations involving businesses and 'civil society organizations' (mostly local non-profits) were more successful when businesses valued the unique capabilities of the civil society organizations (Ashman, 2001). Organizations may also leverage existing skills when choosing PSC projects, for example, focusing on projects that are aligned with their expertise. For instance, SC Johnson, a producer of cleaning products, co-founded a cleaning-oriented PSC project in the Kibera slum in Nairobi, Kenya to deliver health and employment benefits to slum residents (Johnson, 2007) or Care2Children, which was a health initiative set up with physicians who were already experts in providing specific bone marrow treatments (Yunus, 2010). Developing the project skill base was especially important when community members who were the PSC targets also co-owned and co-delivered the project. For instance, a large UK retailer provided on-the-job training and consultancy support for its South African farm community partners in a PSC project seeking to enhance the environmental and social sustainability of its supply chain (Muller et al., 2012).

Sources providing evidence: Bonanni (2010); Boss (2008); Jansen and Pippard (1998); John et al. (2011); Jones (2010); Kania and Kramer (2011); Kaufman et al. (2006);

Seelos and Mair (2007); Watson-Thompson et al. (2008); Williams et al. (1996); Yunus (2010).

Opportunity-based Organizational Practices

Creating inclusive project governance refers to formal structures of project governance that give targets the opportunity to impact PSC project decisions, for example through co-ownership. A leading UK retailer used an inclusive governance approach in their global supply chain by setting up a dedicated non-profit jointly governed by the retailer, African producers, and export and import agents. This was associated with a higher social impact, in terms of environmental and social sustainability, than a more coercive, top-down strategy used by a competing retailer (Muller et al., 2012). Other forms of inclusive project governance were joint ventures between Western multinationals and emerging market non-profits, such as the SC Johnson cleaning social business in the Kibera Slum or the Danone Grameen joint venture to address child malnutrition through nutrient enriched yogurt in Bangladesh (Johnson, 2007; Yunus, 2010). Yet, developing and agreeing on inclusive governance structures was at times a lengthy process that required those with stronger bargaining positions to give up power to allow other stakeholders to have meaningful input into decision making processes (e.g., Yunus, 2010).

Sources providing evidence: Alkon (2008); Alstead et al. (1999); Ashman (2001); Bagley and Ackerley (2006); Bell et al. (2007); Boss (2008); Brown et al. (2011); Campbell and Cornish (2011); Carrigan et al. (2011); Cornell et al. (2009); English (2002); Fehr (2009); Goldberg et al. (2011); House of Lords (2011); Johnson (2007); Jones and Snelgrove (2006); Kania and Kramer (2011); Maguire et al. (2004); Oettlé et al. (2004); Parker et al. (2003); Partzsch and Ziegler (2011); Pascale et al. (2010); Praszkier et al. (2010); Schellhorn (2010); Sinha (1999); Southerton et al. (2011); Suminski et al. (2009); White et al. (2006); Williams (1995).

Leveraging project relationships. Leveraging relationships refers to the use of collaborations and influence networks to open up new opportunities to help projects stimulate PSC. Project *collaborations* can turn a PSC initiative into a concerted effort by multiple partners, increasing the chance that targets are reliably exposed to the same PSC message, as well as being offered consistent support from diverse partners in changing their behavior. For instance, the Cincinnati initiative Strive is working to improve education and student achievement through the collaboration of more than 300 diverse local organizations including private

and corporate foundations, city government, school districts, universities and community colleges, non-profits and advocacy groups (Kania & Kramer, 2011). Successful collaborations appeared to bring together partners with complementary strengths who engaged in mutually reinforcing activities. An example of this is the Change4Life health project instigated by the UK government and supported by charities who ran their own campaigns and businesses who provided practical support in the form of free gym access and discounted fruit (House of Lords, 2011). Projects also used relationships in the form *of influence networks* to drive social impact, such as when social change organizations influenced policy makers to work toward legislation changes on behalf of their beneficiaries (Chetkovich & Kunreuther, 2006) or more locally, when organizers of a farmers market used their connections with a non-profit to access mailing lists to encourage support for local farmers (Alkon, 2008).

Sources providing evidence: Alkon (2008); Ashman (2001); Bagley and Ackerley (2006); Barnett et al. (2004); Borkman and Munn-Giddings (2008); Brown et al. (2011); Carrigan et al. (2011); Chetkovich and Kunreuther (2006); Cornell et al. (2009); Fehr (2009); House of Lords (2011); Johnson (2007); Kania and Kramer (2011); Maguire et al. (2004); Muller et al. (2012); Oettlé et al. (2004); Paquin (2008); Parker et al. (2003); Partzsch and Ziegler (2011); Pascale et al. (2010); Plambeck and Denend (2008); Praszkier and Nowak (2012); Raman (2006); Rowe et al. (2009); Ryan et al. (2006); Scearce et al. (2010); Seelos and Mair (2007); Sine and Lee (2009); Thorn (2007); Watson-Thompson et al. (2008); Weber et al. (2008); Williams (1995); Williams et al. (1996); Wolfe (2006); Yunus (2010); Zietsma (2003).

Building a sustainable project resource base refers to PSC projects being able to mobilize sufficient financial and human resources over time, which can be especially important for longer-term projects. Philanthropic foundations and public funders were sources of funding. Yet, they often provided only relatively short-term funding which ended before projects achieved social impact (Chetkovich & Kunreuther, 2006; Hoddinott et al., 2010). Projects used social media and crowd-funding platforms as alternative ways to access funding, volunteers and ideas (e.g. Scearce et al., 2010). However, it is as yet unclear whether resources can be accessed reliably and long-term via such platforms. Other PSC projects built a self-sustaining resource base by combining and aligning PSC activities with the creation of surpluses, thus integrating PSC in their business model and generating potentially more predictable, long-term access to financial resources. Examples included multinationals' PSC projects in emerging markets (e.g., Yunus, 2010).

Sources providing evidence: Ashman (2001); Ballabina (2007); Chetkovich and Kunreuther (2006); Hecht (2008); Hoddinott et al. (2010); Jansen and Pippard (1998); Johnson (2007); Jones (2010); Jones and Snelgrove (2006); Kania and Kramer (2011); Oettlé et al. (2004); Rowe et al. (2009); Scearce et al. (2010); Seelos and Mair (2007); Yunus et al. (2010); Yunus (2010).

Innovating to create new opportunities. PSC projects can develop innovative (i.e., new and significantly improved) business models, products and services to create new opportunities to stimulate PSC. Projects experimented with new business models to secure resources. For example, Care2Children created a joint venture with Grameen to provide bone marrow transplants for poorer patients by using funds from charging more affluent patients for the procedure (Yunus, 2010). New opportunities to create PSC also came from innovative products and technologies such as mobile phone supported tele-health services for remote rural communities (Hecht, 2008), mobile phone supported financial services (Jones, 2010) or sustainability-focused online games which inclined players to adopt more environmentally sustainable behaviors in their daily life (McGonigal, 2011). Service and process innovations in health care allowed poor and marginalized groups to access standardized basic medical services and health insurance (Christensen, Baumann, Ruggles, & Sadtler, 2006; Hamid et al., 2011).

Sources providing evidence: Christensen et al. (2006); Hecht (2008); Jansen and Pippard (1998); Johnson (2007); Jones (2010); McGonigal (2011); Paquin (2008); Pascale et al. (2010); Perrini et al. (2010); Praszkier and Nowak (2012); Raman (2006); Scearce et al. (2010); Seelos and Mair (2007); Yunus et al. (2010); Yunus (2010).

PROJECT LEGITIMACY

In the paper, we describe legitimacy as an enabling condition of PSC processes and the varying legitimacy challenges that different types of PSC instigators face (e.g., social change organizations as opposed to businesses). In the evidence reviewed, projects built their credibility through different strategies. First, through collaborating or partnering with organizations or institutions regarded to be credible actors in a field (e.g., Seelos & Mair, 2007); second, by seeking certifications and labels issued by established nonprofits or sustainability alliances (e.g., York, 2010); and third through involving PSC targets and stakeholders (e.g., Ryan, Anastario, & DaCunha, 2006).

Sources providing evidence on legitimacy: Boss (2008); Darby (2006); English (2002); Feiler et al. (2012); Friedrich et al. (2010); Hitchcock and Willard (2009); House of Lords (2011); Inoue (2011); Johnston (2004); Kaufman et al. (2006); Maguire et al. (2004); Paquin (2008); Parker et al. (2003); Plambeck and Denend (2008); Praszkier and Nowak (2012); Ritvala and Salmi (2010); Ryan et al. (2006); Seelos and Mair (2007); Williams et al. (1996); Wolfe (2006); World Wildlife Fund and Brooklynhurst (2012).

SUMMARY OF EXPLORATORY ANALYSES

In exploratory analyses (available upon request), we examined whether mechanisms and practices as identified in our review related to particular PSC instigators, foci of change processes (individual vs. field), PSC targets, and PSC domains.

We found very few differences suggesting similarity across different instigators, foci of change processes, PSC targets and PSC domains. One exception was that businesses as instigators tend to take a more instrumental approach (appealing to targets' extrinsic motivation). Such an approach was also evident in studies of PSC processes in fields, for organizations and industries as PSC targets, and in the environmental domain. We hope these preliminary findings stimulate research into enabling conditions of PSC processes.

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DATA TABLE

Authors (alphabetical order)[1]	Research question	Instigator of PSC effort	PSC target[2]	Sample/ data source(s)	Method	Findings related to mechanisms	Classification of mechanisms & practices[3]	Disciplinary field[4]
Alkon (2008)	How do stakeholders of farmers' markets negotiate a balance between their economic, environmental sustainability and social justice goals?	Social Enterprise	*Immediate*: consumer *Distal*: community, industry	Interviews with 35 farmers' market managers, vendors, and regular customers, San Francisco Survey of 100 farmers' market customers	Mixed: ethnography using participant observation techniques, interviews and a survey. Analyzed through grounded theory and extended case methods	Stakeholders framed their interactions with the local food economy as a method of expressing their prosocial beliefs. The West Oakland market created an environment where healthy food was accessible for those on lower income. The market was deliberately organized at a local level to facilitate local goals. The market organizer leveraged connections with non-profit organizations to access email lists and communicate with local residents about the importance of supporting local farmers.	*Mechanisms*: meaning, resources *Practices*: inclusive governance, leveraging relationships	Sociology
Alleyne, Basu, and Stuckler (2011)[fi]	What is an effective strategy for raising awareness of the effects of non-communicable diseases on global health?	Local authority/government, researcher-led	*Immediate*: individual *Distal*: emergence of social movements, society	Review	Qualitative: narrative review	Mixed evidence about the role of fear on social change. There is tension between the importance of non-fear approaches for longer-term individual behavioral change and of fear-based approaches for generating collective movements. The translation of persuasion into appropriate health behaviour depends on the self-efficacy of the individuals. Those who have more resources are more likely to have the necessary self-efficacy to change,	*Mechanisms*: awareness, knowledge, meaning, coercion, efficacy, knowledge, resources	Public health

						and those who are poor are rarely able to make use of educational tools. Framing of risk is important, for example, in shaping people's reactions to public policy interventions. Informed fear is better than uninformed fear.		
Alstead, Campsmith, Halley, Hartfield, Godbaum, and Wood (1999)	What is the impact of a HIV prevention programme promoting condom use among sexually active adolescents?	Local authority/government	*Immediate*: Individual *Distal*: community	1084 youth in targeted communities	Mixed: three cross-sectional surveys of programme awareness and condom use	No difference in self-reported use of condoms although awareness was increased. The programme: 1. mobilized target communities to support and guide program development and implementation; 2. created and implemented a mass media campaign promoting favourable attitudes to condom-use; 3. recruited public agencies, community organisations and businesses to distribute condoms.	*Mechanisms*: awareness (-) meaning (-) *Practices*: local knowledge, inclusive governance	Public health
Ariely, Bracha, and Meier (2009)	What are the effects of image motivation and monetary incentives on pro-social behavior?	Researcher led	*Immediate*: individual *Distal*: society	Lab experiment, 161 participants; field experiment, 151 participants	Quantitative: field and lab based experiments. Analyzed with regression and t-tests	Experiments tested the effort participants invested in tasks that led to charity donations in the lab (clicking a mouse) and field (riding a bike). Effort is increased when the donation is public indicating the role of image and reputation in the donation process. Financial incentives for participants increased effort but only when the incentive was kept private.	*Mechanisms*: financial rewards (+/-), recognition and image rewards	Economics
Ashman (2001) [f]	Is corporate citizenship increased when	Business and non-profit	*Immediate*: organization	10 case studies of CSO/business	Qualitative: comparative case method	Social norms surrounding CSR behaviors and expected recognition resulting from these behav-	*Mechanisms*: social norms, recognition and	Development studies

			Distal: community, industry, region	collaborative partnership projects (4 Brazil, 3 South Africa, 3 India) impacting 20 - 19,000 people		iors increased organizational interest in forming partnerships with civil society organizations (CSO). The presence of large institutions facilitated larger reach for projects. The CSOs gained resources (mostly financial) from their partnerships with organizations. However businesses exerting power over CSOs reduced the scope for equal strategic input into the partnerships. Projects that shared control were more successful. Projects with wider impact (larger numbers of people affected) also had a more sustainable resource base.	image rewards *Practices:* inclusive governance (+/-), sustainable resource base, leveraging relationships	
Bagley and Ackerley (2006)	How do parents experience a multiagency program, Sure Start, tackling social exclusion of young children and their families?	Multi-agency: non-profit, community-based organizations, local authority/government, parents	*Immediate:* family *Distal:* community	50 parents in a single case study area	Qualitative: cross-sectional discursive analysis of interviews with parents and stakeholders. Analysis of documentation and observation of meetings	'Sure start' is a government-induced program for deprived UK communities, targeting disadvantaged children early in life and their families to avoid later social exclusion, delivered through local self-contained, multi-agency team of professionals from various disciplinary backgrounds (education, social services, health) in partnership with voluntary agencies, community groups and local parents. The parents reported how the project built on existing strengths within the community, how professionals valued, listened to, and acted on their views, how the project changed	*Mechanisms:* efficacy, skills, bridging social capital, influence opportunities *Practices:* local knowledge, local capacity, involved stakeholders, inclusive governance, leveraging relationships	Education

						them personally, and how collectively they became increasingly engaged with the program, empowered in the social capital building process, and changed their behavior.		
Ballabina (2007)	Can volunteers improve the effectiveness of public services by reducing costs without decreasing service quality?	Local authority/ government	*Immediate*: individual *Distal*: community	240 volunteer led groups, 40 professional led groups	Quantitative: quasi-experimental design using surveys to compare volunteer and professional delivery of services.	Overall the results indicate that volunteers can deliver health-based programs at similar levels of efficacy than professionals. However there were many limiting factors in the study including the different sample sizes and types of groups the training was delivered to. The authors also felt that there may have been a response bias in those who completed the second questionnaire in that the people who were dissatisfied with the volunteers' delivery may not have completed the course.	*Practices*: sustainable resource base	Political science/public policy, PhD
Barnett, Van Beurden, Eakin, Beard, Dietrich, and Newman (2004)	How sustainable is a multi-strategy community-intervention falls prevention programme?	Local authority/government, researcher-led	*Immediate*: Individuals *Distal*: community	Surveyed 139 GPs, 53 pharmacists, 129 community health workers, 9 councils, 8 access communities, 73.older people from 8 focus groups	Mixed: focus groups with target group 5-years post-intervention; survey with program stakeholders 5-years post-intervention	The programme used awareness raising, community education, policy development, engaging health professional and interventions directly targeting individuals. Programme sustainability was reported among health practitioners but mixed findings from target group in relation to behavior change.	*Mechanisms*: awareness (-/+), knowledge (-/+)*Practices*: leveraging relationships (-/+)	Public health
Bell, Bhana, and McKay (2008)	What lessons can be learnt from the Collab-	Researcher-led	*Immediate*: individuals fami-	124 families from 3 areas	Quantitative: pre- and post-intervention	A Collaborative Board involved community members in project governance. Workshops in-	*Mechanisms*: social norms, efficacy,	Public health/ social work

	orative HIV Prevention and Adolescent Mental Health Project-South Africa (CHAMPSA)?		ly/household *Distal*: community		surveys	creased peoples' self efficacy in avoiding risky sexual behavior through building social skills. Team learning or cooperative learning was used with families to improve communication, group problem solving and skill building and to educate people about the facts of HIV. A manual for the intervention was adapted to fit the current context using key local informants. Post- intervention improvements were reported in AIDS knowledge, parental communication and social networks.	skills, knowledge, bonding social capital *Practices*: local knowledge, involved stakeholders, inclusive governance	
Bernasek (2003)	How effective is the Grameen Bank as a strategy for empowering and improving the socioeconomic status of women in Bangladesh?	Social enterprise	*Immediate*: Individuals, *Distal*: families, community, region	Review of Grameen Bank studies	Narrative review of mostly cross-sectional, interview or case-based evidence	Evidence for women's economic empowerment due to Grameen loans; health-related improvements (e.g., better diet and nutrition); empowerment (e.g., decision-making) and greater legitimacy through the group structure; greater support network and peer mentoring; conflicting findings on domestic violence. The bank had little effect on changing the institutions that oppress women.	*Mechanisms*: Financial rewards, efficacy, skills, knowledge, bridging social capital, bonding social capital	Economics
Blackstock, Ingram, Burton, Brown, and Slee (2010) [f]	How can farmers' behavior in the context of water management be influenced by advice and persuasion?	Local authority/government	*Immediate*: organizations *Distal*: industry	Farmers in general	Narrative review, including references to specific case studies	Providing general and tailored information to farmers increased understanding of the effects of water pollution and facilitated improved use of sustainable farming methods. Social networks can facilitate shared social	*Mechanisms*: Meaning, (-) social norms, knowledge, bonding social capital	Design science

					learning by increasing the benefits associated with collective action through information sharing and group cohesion (demonstrated by the Pontbren group of Welsh farmers' voluntary water management). Normative pressures relating to collective perceptions of good farming practice can hinder these initiatives when they do not align (e.g. strips of overgrown land between fields is environmentally sound but not recognized as an efficient production practice).		
Bonanni (2010)	Can a web-based open social media platform influence sustainability practices?	Researcher-led	*Immediate*: organization *Distal*: consumer group, industry	Five organizations	Qualitative: development of a web-based social media platform and analysis of five small case studies using the platform	A web-based open social media platform (Sourcemap) was built to link diverse stakeholders through an open forum for supply chain transparency allowing sustainability accounting. The supply chain of a product was visually depicted thereby increasing targets access to information about processes. Sourcemap was developed in partnership with academics, regional organizations, large businesses and SMEs. Five case studies were reported, and two reported changing practices through using the platform (e.g. sourcing more sustainable supplies). The primary goal of sourcemap was to allow businesses and consumers make	*Mechanisms*: knowledge, information *Practices*: project skill-base, involved stakeholders	Design science, PhD

						sustainable choices.		
Borkman and Munn-Giddings (2008)	What kind of changes do self-help organizations make to patient treatment within the US and UK medical systems?	Non-profit and community based organization	*Immediate*: individual *Distal*: industry	Four case studies of self-help groups and organizations from the US and UK	Qualitative: case study methodology including interviews and document analysis	Experiences within a self-help group built the confidence of members so they could interpret their failure to overcome their stutter as a problem with the health system. This reframing and the supportive relationships facilitated them in taking action against the system. The treatment of people with Personality Disorder (PD) was changed in part as a result of research emerging from a partnership between PD suffers and MIND a national voluntary organization in the UK.	*Mechanisms*: meaning, efficacy, bonding social capital *Practices*: leveraging relationships	Sociology
Boss (2008)	What conservation behavior change methods work across cultures?	Non-profit working with a local leader to implement program	*Immediate*: community *Distal*: region, country	One non-profit (Rare)	Qualitative: descriptive case study	Findings draw on a descriptive case of non-profit 'Rare' that works successfully with local communities on conservation of natural habitats and species projects and delivers customized social marketing campaigns. Rare's practices included: 1. a local approach, working with indigenous leaders using a bottom-up approach, so local leaders have complete decision-latitude in how they bring about change, establishing credibility and trust; 2. empowering local leaders through skills training (on behavior change, conservation, social marketing, and project leader-	*Mechanisms*: awareness, knowledge, meaning *Practices*: connective leadership, project skill base, local knowledge, local capacity, involved stakeholders, inclusive governance Legitimacy	Management, practitioner

						ship; 3. marketing campaigns instilling pride by picking one typically exclusive local animal as a focus for campaign; 4. framing conservation to local people and clearly communicating the benefit for local community; 5. educating about conservation and building an understanding that in the long-run lack of conservation will disadvantage the local community; 6. using multi-media marketing campaigning, tailored to local audience; 7. encouraging local leaders to involve local stakeholders in the process.		
Brown, Dettmann, Rinaudo, Tefera, and Tofu (2011)	Can local communities be empowered to sustainably manage communal land?	Non-profit	*Immediate*: individual *Distal*: community	Seven agricultural communities/villages, Humbo, Ethiopia	Qualitative: descriptive analysis of project documents combined with observations from site visits	Short-term positive outcomes (wood regrowth sufficient for community firewood needs) provided encouraging feedback to participants. Bridging social capital/relationships were built between the seven communities involved and local government staff to negotiate user rights of forest areas. The NGO created a community cooperative to facilitate community project governance. The sale of carbon credits provides financial returns to the community. Leveraging of relationships with multiple stakeholders at community, state and national level provided resources for the project (e.g. legal aid).	*Mechanisms*: feedback, financial rewards, inclusive governance, bridging social capital, restructured decision environments *Practices*: inclusive governance, leveraging relationships	Management

| Cabinet Office Behavioural Insights Team (2011) | Can government building emissions be reduced using behavioral economic techniques (i.e. nudging)? | Local authority/government (behavioral Insights team) | *Immediate*: individual

Distal: organization | 19 UK government buildings | Quantitative: comparison of emissions before and after the intervention | Government estate emissions reduced by over 10%. League tables and competitions were implemented to change energy use norms within government departments. This approach had a coercive element, as failure would be negatively perceived by the minister. The physical environment was changed to more sustainable, e.g., through using different default options such as lower default on office heating dials. Real time energy usage information within government buildings was displayed to feed energy use back to employees. | *Mechanisms:* coercion, feedback, restructured decision environments | Economics, practitioner |
| Campbell and Cornish (2012) | How can community health programmes build enabling environments for transformative communication between the poor and the powerful? | Local authority/ government, researcher-led | *Immediate*: individual

Distal: community | Female sex workers and local volunteers | Qualitative: comparative analysis of two case studies of HIV/AIDS management | Sex workers or female volunteers are heeded because strategies developed were supported by a symbolic context that recognises the women's legitimacy (e.g., positively reframing sex work), a material context that gives them the confidence and a secure basis from which to take risks (e.g., payment for involvement in project activities, small wins) and a supportive relational context. There were two aspects to the relational context: 1. grassroots participation in leadership, whereby project leadership was gradually handed over to project participants; 2. building social | *Mechanisms*: meaning, financial rewards, efficacy, bridging social capital, bonding social capital.

Practices: connective leadership, inclusive governance | Public health |

						capital through strong within-community relationships and bridging social capital, which linked marginalised communities with external groups that have the political and economic power to support them. Social context undermined efforts e.g., power hierarchies had a vested interest in maintaining the status quo.		
Carrigan, Moraes, and Leek (2010)	Can a community social marketing approach to sustainable living reduce plastic bag use?	Businesses and individual activist	*Immediate*: organization *Distal*: households	Modbury town, UK; population approx 1500; 760 households, 43 traders	Qualitative: single case study; template analysis of secondary data including newspaper articles, documentation, blogs, youtube and websites	A local activist led an initiative to 'ban' plastic bags in Modbury, raising awareness among local traders of plastic pollution via a documentary screening. The initiative created a shared vision for traders, prompting them to make cost price alternatives to plastic bags the only option for customers. This changed the physical environment while providing the resources for customers to reduce plastic consumption. The traders' collective action created normative pressure for other traders to join. In addition to plastic reduction the initiative resulted in broader pro-environmental behavior change in traders.	*Mechanisms*: meaning, awareness, social norms, resources, restructured decision environments *Practices*: shared vision, leadership, local knowledge, involved stakeholders, inclusive governance	Management
Cherry (2010)	How do animal rights activists create broad cultural change?	Social movement	*Immediate*: individual *Distal*: country	35 US activists , 37 French activists	Qualitative: interviews analyzed to produce grounded theory	The activists drew comparisons between historical uses of symbolic boundaries (e.g. black slaves not qualifying as humans) and current animal/human boundaries to change individuals'	*Mechanisms*: meaning	Sociology

						attitudes and behaviors towards animals as meat.		
Chetkovich and Kunre- hther (2006)	How do Grass- roots organiza- tions create so- cial change?	Non-profit, community- based or- ganizations	*Immediate*: individual, family, community, region *Distal*: community, region, country	16 non-profit social change organizations, of which 13 were traced longitudi- nally (re- interviewed 2 to 3 years later)	Qualitative: case studies, longitudinal	The case studies focused on social change organizations (SCO) that worked with and ad- vocated for marginalized groups, communities and interests. Three types of SCO were identified: service, organizing and advocacy organizations. Differentiation of macro-level change strategies (advocacy, focusing on policy- change) and micro-level change strategies (involving empower- ment and participation of change targets, also termed transforma- tive work, enabling client self- advocacy). Emphasised the use of psychological and skill-based empowerment, as well as educa- tion for transforming change tar- gets. The mode of empowerment was individual (empowering indi- viduals to take action in their own lives) as well as collective (sup- porting collective action for change). All SCOs emphasized that social change entailed engagement and participation of change targets to increase their self-determination, i.e., working with constituent group rather than working on their behalf. Social change was as much	*Mechanisms*: knowledge, mean- ing, efficacy, skills, influence possibilities, in- formation *Practices*: connective lead- ership, sustaina- ble resource base, leveraging rela- tionships	Sociology

						about process as outcome, manifested in formal decision-making structures that structurally empower constituents. If no formal structural empowerment was enacted, involving constituents and building skills was still key. Advocacy-based change actions involved class-action litigation, political research and analysis (provided information and created transparency). Networking and coalition-building for political action created influential stakeholder networks. Acquiring resources was challenging for all SCOs; programme and service fees were common. Volunteers and SCO board members were important assets. Challenges: funders seeking to influence SCO work or having shorter- term time horizons than social impacts were developing. Collective action focussed SCOs especially turned to the community they were working with to acquire resources and received some support from government and other grants. Advocacy-focussed SCOs leveraged partnerships as an important asset; government support negligible.		
Christabell	How effective is	Non-profit	*Immediate:*	Microfinance	Qualitative:	The microfinance organization	*Mechanisms*:	Economics

(2007)	outreach of microfinance to the poor in Kerala, India?		Individual *Distal*: community, region	organization	descriptive case analysis	provided resources (microfinance) against social collateral (group lending). Outreach of microfinance to the poor was not as adequate as desired. The participation of the poor in the microfinance program was low for both economic and non-economic reasons (e.g., poor have less time to go to meetings and take up loans, and, for them, the waiting time until the group is ready to receive credit is too long)	resources (-/+)	
Christenson, Baumann, Ruggles, and Sadtler (2006) [f]	How can disruptive innovation cause social change?	Business, social enterprise, non-profit	*Immediate*: consumer group *Distal*: industry	Multiple case examples from for-profit and non-profit organizations in three sectors (health, education, development)	Qualitative: descriptive case studies of successful catalytic innovations	Case studies showed successful catalytic innovations that changed or significantly impacted the market structures in the social sector (health, education, development). Catalytic/disruptive innovation describes "no frills innovation" focusing on doing something simpler, cheaper than existing alternatives in an either over-served (fancy medical solutions for the few) or underserved markets (poor without access to health care and health insurance). A new product or service may have a lower level of performance, but the bulk of users consider it good enough. Service is standardized and low cost.	*Mechanisms*: innovating opportunities	Management, practitioner
Cornell et al. (2009)	Can a community	Researcher-led	*Immediate*: individual	Survey 313 Uniontown	Mixed: interviews, focus	The project team successfully recruited and trained Community	*Mechanisms*: awareness, skills,	Public health

				community residents. Interviews, N not given	groups and survey	Health Advisors from within the community. These CHAs then went on to design and run services aimed at reducing local community health risk. Local knowledge of the most pressing issues was solicited to guide the project activities. Project execution involved political leaders who helped to secure needed resources. Changes were made to the environment that facilitated healthy behaviors (e.g. healthier food in shops, places to exercise). The CHAs redirected their smoking cessation activities when attendance at classes was observed to be low.	knowledge, bonding social capital, restructured decision environments *Practices*: feedback, local knowledge, inclusive governance, leverage relationships	
	health advisor program increase preventative health related activities within a low income community?		*Distal*: family/ household, community					
Cugelman (2011)	What is the impact of online interventions on health behaviour? A meta-analysis	Local authority/government, researcher-led	*Immediate*: individual *Distal*: society	14,895 individuals across 30 studies	Quantitative: meta-analysis of 30 online interventions on health behaviors. The majority of studies were randomized control studies, but also included quasi-experimental, and correlational studies, including those with randomized and	The overall impact of online interventions on health behaviors was small but statistically significant. Most interventions were goal-orientated, deploying numerous influence components aimed at raising awareness, educating users about the consequences of their behavior, building skills such as setting goals or emotional control, assistance in reaching goals, such as social support, providing feedback and social normative information about others' behavior. Change techniques also included prompts to use certain strategies, such as to self-	*Mechanisms*: awareness, knowledge, restructured decision environments, social norms, goals, feedback, skills	Public health

					nonrandomized allocations	monitor behavior		
Darby (2006)	How effective is feedback at reducing energy consumption?	Business	*Immediate*: individual *Distal*: consumer group	Residential energy users	Review of cross sectional and uncontrolled longitudinal studies	Direct feedback (in-house monitors and displays) and indirect feedback (usually provided via billing information) from energy companies to customers was effective in reducing energy use. Continued feedback was necessary to maintain positive changes. One paper found that people did not trust the figures used for comparison groups in comparative feedback highlighting the importance of credibility.	*Mechanisms*: feedback, Legitimacy	Design science
Downey (2009)	How does community organizing contribute to long-term change in diversity acceptance and social justice?	Community-based organization	*Immediate*: individual *Distal*: community	10 activists and leaders in the Muslim community and on the Orange County Human Relations Commission/Council staff	Qualitative: Interviews	Orange County Human Relations Commission/Council aimed to increase civil participation and integration of American Muslims. They initially focused on individuals already interested in integration for quick wins, building the foundation for more bridging relationships/social capital between communities. The project encouraged shared governance by encouraging individuals to lead their own activities and become leaders of this issue within their community.	*Mechanisms:* Influence possibilities, bridging social capital, quick wins	Sociology
Ehlers and Main (1998)	Why microenterprise development programs can be detrimental for wom-	Non-profit	*Immediate*: Individual *Distal*: society	Microfinance organization in the US, 56 clients, 96 ex-clients, staff	Mixed: case study, over three years study including interviews,	Based on their review of available evaluation data on microfinance programs in the US and on their case study, the authors concluded that female microfinances	*Mechanisms*: skills (-/+), resources (-/+)	Sociology

en					cross-sectional survey, participant observation, document analysis	failed to produce successful businesses and disappointed the women's aspirations. Although programs provide resources and training, most businesses are not profitable, rather they are small, home-based, minimally capitalized, labour intensive "pink-collar businesses". As women are encouraged to start-up "pink-collar-businesses" they are perpetuating women's situation (i.e. little chance of income or economic self-sufficiency because they start the wrong business). Training ignored diversity among women, in terms of the sociocultural conditions they bring with them to business. Skills training provided few practical tools to manage day to day, rather they focused on practices such as marketing that had limited utility for clients.		
English (2002)	Can environmental education improve community coastal resource management?	Non-profit, local authority/government	*Immediate*: individual

Distal: community | Olango Island residents, Philippines | Qualitative: case study methodology | Credibility had to be established through the work of existing trusted community organizers due to islanders' mistrust of NGOs. Commitment to conservation was stronger when participants saw the financial benefits (increased fishing catches). The project organized lectures and workshops to raise awareness of the project and educate locals | *Mechanisms*: awareness, feedback, financial rewards, efficacy, skills, knowledge

Practices: connective leadership, local knowledge, inclusive governance | Development studies, PhD |

					about the importance and practical aspects of conservation. Locals became actively involved taking leadership roles in the project, making it more sustainable in future.	Legitimacy	
Fehr (2009)	Can waste flow management systems reduce negative environmental impacts from Brazilian apartment buildings?	Researcher-led	*Immediate*: household *Distal*: community	An urban apartment building, Brazil	Quantitative: measuring change in food waste volume	The project was successful in educating and facilitating 70-90% of residents to separate their waste and divert it from landfill. The volume of compost created from diverted food waste provided implicit positive feedback to residents. Other stakeholders in the process were partners in the project, e.g., those that reused building waste such as farmers who collected the food scraps. The research team leveraged relationships with these outside stakeholders to increase the volume of waste that would be reused. This process of reuse may not be as successful in other countries where waste has less value.	*Mechanisms*: feedback, knowledge *Practices*: feedback, inclusive governance, leveraging relationships	Design science
Feiler, Tost, and Grant (2012)	Does combining egoistic and altruistic reasons for giving reduce the effectiveness of donation requests?	Researcher - led jointly with a non-profit organization (a University)	*Immediate*: individual *Distal*: consumer group	994 university alumni	Quantitative: experimental field design. ANOVA and SEM mediation analysis	Researchers sent donation requests to alumni with egoistic, altruistic or mixed reasons for giving. The non-mixed reasons were associated with higher donation rates than the combined reasons. Combined reasons prompted individuals to realize the messages persuasive inten-	*Mechanisms:* meaning, social norms Legitimacy	Psychology

						tion and reduced its credibility.		
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)[f]	Are behavioral approaches ef-fective in improv-ing energy effi-ciency? A case study of skill building and certification	Business	*Immediate*: organization *Distal*: industry	79 students from 38 organizations	Qualitative: case study	Kansas City Power and Light provided certified training, edu-cating building operations man-agers in energy efficiency and broader facility performance. The certification positively added to participants' professional image. The initiative aimed to change construction norms through the proliferation of certified staff. Participants reported savings of 9.2 million KWatts of energy through cert related changes.	*Mechanisms*: skills, recognition and image rewards Legitimacy	Design sci-ence, practi-tioner
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches ef-fective in improv-ing energy effi-ciency? The case of energy meters	Business	*Immediate*: house-hold/family *Distal*: consumer group, re-gion	91 households	Mixed: survey, focus groups and energy usage data	Energy meters were installed and feedback given online via a web-site. Goal setting was encour-aged, social comparison with other households and, peer edu-cation was facilitated. Results showed a 9.3% average reduc-tion in household energy use.	*Mechanisms*: social norms, feedback, knowledge, goals, restructured deci-sion environments	Design sci-ence, practi-tioner
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches ef-fective in improv-ing energy effi-ciency? The case of norma-tive cues	Local author-ity/governme nt and busi-ness	*Immediate*: house-hold/family *Distal*: consumer group, re-gion	Intervention group of 35,000, and control group of 50000 in Sacramento Municipal Utility District, Califor-nia	Quantitative: comparison of intervention and control group energy use	The utility company began send-ing customized bills that provided information on normative energy use. This pilot program achieved a reduction in energy demand of 2.4%.	*Mechanisms*: social norms, feedback	Design sci-ence, practi-tioner
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches ef-fective in improv-ing energy effi-ciency? The	Local author-ity/governme nt and busi-ness	*Immediate*: house-hold/family *Distal*:	77,909 self-selected resi-dents, Arizona, United States	Mixed: direct measures of energy use, surveys and customer com-	Providing pay as you go meters in homes made residents more aware of how much energy they were using as they could monitor their credit usage. Once the me-	*Mechanisms*: feedback, financial rewards, restructured deci-sion environments	Design sci-ence, practi-tioner

	case of In-home energy meters		consumer group, region		ments	ter was installed it facilitated easy monitoring of energy usage. It also allowed for multilingual users to easily take part. Financial or environmental savings could motivate users.		
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches effective in improving energy efficiency? The case of In-home energy use display	Local Authority/government and business	*Immediate*: household/family *Distal*: consumer group, region	Intervention group of 382 households, and a control group of 42 households	Quantitative: quasi-experimental design. Evaluation through billing data, surveys and power cost monitor data. Comparison of intervention and control group energy use	This company introduced energy monitors and no other changes to assess whether one simple intervention could produce changes to energy use. No additional behavioral measures, marketing or education was used. Energy usage reduced by 6.5% per household.	*Mechanisms*: feedback *Practices*: quick wins	Design science, practitioner
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches effective in improving energy efficiency? The case of emission related tax	Local authority/government	*Immediate*: consumer group *Distal*: country	All new vehicles purchased in France in 2008	Quantitative: comparison of type of vehicles purchased (low verses high emissions)	A tax was added to cars with high CO2 emissions while a rebate was given to consumers purchasing vehicles with low CO2 emissions. This program increased consumers' awareness of fuel efficiency. The estimated savings were 163 million gallons of fuel over 15 years.	*Mechanisms*: awareness, coercion, financial rewards	Political science/public policy, practitioner
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)	Are behavioral approaches effective in improving energy efficiency? The case of raising awareness	Local authority/government, business	*Immediate*: consumer group *Distal*: region	Statewide	Mixed: interviews, customer surveys, reviews of planning documents	The state instigated an awareness raising program (Flex Your Power) aiming to be inclusive of Spanish speaking residents. Awareness messages focused on energy reduction and global warming. Customers responded	Mechanisms: awareness (+/-)	Education, practitioner

						positively to the campaign. 84% of Spanish speaking survey respondents were motivated to find more information and/or change their behavior, although generally participants reported confusion over what form that behavior change might take.		
Friedrich, Amann, Vaidya-nathan, and Elliot (2010)[f]	Are behavioral approaches effective in improving energy efficiency? The case of industry certification scheme	Local authority/government	*Immediate*: organisation, industry *Distal*: industry	2,600 shippers, carriers and logistics companies in the transport sector	Quantitative: volume of fuel saved as a result of program related changes	The Environmental Protection Agency (EPA) Smart Way Program provided certification to transport companies who achieved specific energy and emission reductions. The certification provided advertising and image opportunities while improvements to vehicles reduces fuel costs. The EPA estimated that 1.5 billion gallons of diesel had been saved through the program.	*Mechanisms*: financial rewards, recognition and image rewards	Design Science, practitioner
Goldberg, Frank, Bekenstein, Garrity, and Ruiz (2011)	Exploring the role that community partnerships play in successful teen pregnancy prevention programs.	Local authority/government	*Immediate*: individual *Distal*: community	Interviews and focus groups with program leaders and staff; numbers of participants not given, An online survey was completed by 35 of 53 key community partners	Qualitative: bounded case study including interviews, focus groups and online surveys. Analyzed with thematic analysis	FOCUS Staff members who knew the area helped guide and target engagement with the target audience for the intervention. Gatherings provided families with information about local resources and opportunities to build relationships. FOCUS's "A Time to Connect" meetings brought together representatives from 24 different youth organizations, building new networks across North Chicago. The program reported some success with posi-	*Mechanisms*: knowledge, bridging social capital, bonding social capital *Practices*: local knowledge, inclusive governance	Public health/social work

						tive feedback in interviews and surveys. 219 students out of 600 were recruited and 88% of these were retained over the first two years of the program.		
Hamid, Roberts, and Mosley (2011)	How does Micro Health Insurance placement impact on health awareness, healthcare utilization and health status of micro-credit members in rural Bangladesh?	Social enterprise and community-based organization	*Immediate*: individual, family *Distal*: community, region, country	329 households	Quantitative: cross-sectional survey. Stratified, multi-staged random sample, household survey. Econometric analysis	Households in villages where Grameen Micro-Health insurance was present for longer had higher health awareness and higher health-care utilization (formal rather than informal health treatment). Offering micro-health insurance enabled predictability and indirectly makes resources available (if households are insured against health risks they may invest in high return riskier assets because they do not need to retain cash or to hold highly liquid assets for precautionary purposes) making resources available for more productive use	*Mechanisms*: resources	Development studies
Hecht (2008) [fi]	What are the characteristics of wholesaling social change organizations?	Social enterprise	*Immediate*: mix of individual, community and industry across cases *Distal*: society	Seven case examples of "wholesaling" social change organizations	Qualitative: case study methodology	The case studies provided examples of initiatives where prosocial aims are achieved via tools which increased individuals' ability to influence systems around them through their own actions e.g. Environmental Defense provided a template email for citizens to send to local representatives to protest local polluters that they had identified. These initiatives also increased their reach and	*Mechanisms*: Influence possibilities *Practices*: sustainable resource base	Management

						scale without the need to increase resources by designing activities that had no marginal costs for reaching new audiences, e.g. an online self-help initiative.		
Hellsten and Mallin (2006) [f]	What factors increase the use of Socially Responsible Investment (SRI) practices in investment companies?	Social movement and government (via law changes)	*Immediate*: organization *Distal*: industry	Financial industry	Qualitative: case analysis of development of SRI industry	The rise in SRI was due to a combination of mechanisms. SRIs can contribute to the general performance of an investment company increasing its competitive advantage. Law changes require SRIs or their absence to be noted in trustees' Statement of Investment Principles. Some large institutional investors have adopted SRI principles (such as pension funds), which created a powerful social signal that SRI was now the accepted way of investing.	*Mechanisms*: social norms, coercion, financial rewards	Management
Hitchcock (2009) [f]	How did Home Depot champion sustainable wood?	Organization	*Immediate*: organization *Distal*: industry	Home Depot	Qualitative: descriptive case study	Home Depot invested significant time and effort to ensure that all wooden products were sourced sustainably before it made its initiative public. Their size and commitment increased the market for sustainable wood creating a financial incentive for suppliers.	*Mechanisms*: financial rewards Legitimacy	Design science, practitioner
Hoddinott, Britten, and Pill (2010)	Why do interventions work in some places and not others? A breastfeeding	Local authority/government, researcher-led	*Immediate*: Individual *Distal*: community	Pregnant and breastfeeding women in 14 localities (7 intervention and 7	Mixed: evaluation of a cluster randomized control trial of a policy to provide	Breastfeeding rates declined in 3 out of 7 intervention localities, Case studies in intervention localities resulted in a model explaining variation in policy implemen-	*Practices*: shared vision, connective leadership , local knowledge, sus-	Public health

				control) in Scotland, UK	community breastfeeding support groups in 14 localities. Evaluation by case studies in intervention localities to explain varying breastfeeding outcomes	tation and breastfeeding outcomes. In the three localities where breastfeeding rates declined, negative aspects including deprivation, unsuitable premises and geographical barriers to inter-professional communication, staff shortages, high workload and organisational change predominated. In contrast, where breastfeeding rates increased, there was more evidence of leadership, focus on the policy, multi-disciplinary partnership working and reflective action cycles.	tainable resource base (o)	
support group trial								
House of Lords (2001)	How effective are 'nudge interventions for behaviour change?	Government, joint government and NGO, non-profit	*Immediate*: individual, community\n\n*Distal*: country	Behavior change experts providing evidence to the House of Lords committee	Qualitative: narrative review based on expert opinion of nudge interventions	The review supported: 1. consideration of deliberate and regulatory ("coercive") strategies alongside less deliberate ("nudge") strategies, and that the most effective means of behavior change was a package of different types of intervention, such as persuasive communication alongside legislation (e.g., smoking ban, wearing car seatbelts; 2. working in partnership across sectors (e.g. Change4Life campaign for healthy living endorsed and promoted by main supermarkets as well as cancer charities). This worked most effectively where there was a common goal and no conflict of interest, as opposed to	*Mechanisms*: awareness, coercion\n\n*Practices*: local knowledge, local capacity, involved stakeholders, inclusive governance, leveraging relationships\n\nLegitimacy	Public policy

						voluntary agreements between government and business where there was often conflict of interest. Different stakeholders had different strengths that could be leveraged by working together, e.g. community trusts social enterprises and community-organisations; 3. initiatives by local as opposed central government could be particularly effective, as they were responding to local need		
House of Lords (2001)	How effective are behaviour change interventions to prevent and tackle obesity?	Lo-cal/authority/ government, business, business associa-tions/profess ional bodies	*Immediate*: individual *Distal*: country	Behavior change experts providing evidence to the House of Lords committee	Qualitative: case study and narrative review based on expert hearing (e.g. of leading scientists working in the field)	Concluded that a range of interventions were necessary. Lack of evidence on how to change population prevalence rate of obesity. Restriction on advertising of high salt, fat and sugar products during children's programs regarded as a particularly cost-effective approach (wide reach), that should be extended to older people as there was evidence to suggest that television advertising can have a long-term impact on eating behaviors beyond consumption of advertised product. Some evidence that food packaging influences food choice. Food-labelling can be effective as there was positive evidence for change in purchase behavior for products with traffic light label and experts agreed on	*Mechanisms*: awareness, knowledge, social norms, goals, skills, efficacy, restructured decision environments *Practices*: leveraging project relationships	Public policy

						the use of traffic light color labelling along with "high", "medium", "low" labels. Partnership work between government, science, business and civil society was seen as effective. Based on evidence review for individual interventions by the UK's National Institute for Clinical Excellence, intervention should be a package of the following: 1. helping people to develop accurate understanding of health consequences of their behavior to create positive motivation towards behaving healthier; 2. enhancing their self-efficacy in their ability to change; 3. helping them form plans and goals for changing behavior and develop skills to cope with difficult situations and conflicting goals; 4. social approval. Packages should be simultaneous and consistent intervention at individual, community and population level.		
House of Lords (2001)	How effective are behaviour change interventions to reduce car use?	Local authority/government	*Immediate*: Individual, community, region *Distal*: country	Behavior change experts providing evidence to the House of Lords committee	Qualitative: case study and narrative review based on expert hearing (e.g. of leading scientists working in the field)	Key behavior change mechanisms for reducing car use were: 1. social norms, i.e. reporting on the car use of others; 2. the quality of the public transport infrastructure; 3. environmental awareness did not appear to be an important factor, but 4. awareness of health benefits of walking	*Mechanisms*: awareness, knowledge, social norms, coercion, restructured decision environments	Public policy

					and cycling seemed to be motivating factors; 5. multiple interventions in concert were necessary; 6. successful policy interventions were : 6a) disincentives (parking controls, road user charges, vehicle taxes, fuel duties) when combined with improvements in alternative transport; 6b) effective non-financial disincentives such as reduced road capacity to calm traffic and pedestrianization of city centres; 7. changes in infrastructure were very effective (such that car was no longer the most convenient means of transport), particularly when specifically targeted at people, places and journeys most susceptive to influence (e.g. cycling routes along main routes to important destinations such as schools, workplaces, shopping centres); 8. large scale education, awareness raising and information campaigns were effective especially when combined with other measures (e.g. fiscal interventions and improvement in infrastructure); 10) provision of personalized/tailored information; personalised travel planning had high impact and was cost-effective		

Hunt et al. (2007)	How effective is an intervention aiming to reduce cancer risk in multi-ethnic workers by increasing healthy behavior?	Researcher-led	*Immediate*: individual *Distal*: organization	24 work sites. Mean of 78 employees per site. Majority of workers were male and the sample was ethnically diverse	Mixed: quasi-experimental design with qualitative staff observations and quantitative pre- and post-intervention survey measures	A team was created to include all stakeholders to tailor the intervention to the audience and create shared vision. Healthy catering options were made available in the work environment. Health educators spoke individually to workers to increase motivation and understanding. Support from management stakeholders was associated with successful interventions. 58% of respondents were aware of the program compared to 3.9% in the control sites. 74% of workers in the intervention site took part in the health program.	*Mechanisms*: awareness, knowledge, restructured decision environments *Practices*: shared vision, involved stakeholders	Public health
Hutchings et al. (2008)	Is a parenting program effective as a preventive intervention with parents of preschool children considered to be at risk of developing conduct disorder?	Multi-agency: non-profit, community-based organizations, local authority/government, parents	*Immediate*: family *Distal*: community	133 families from socially disadvantaged areas, with children at risk of conduct disorder. Part of the UK Sure Start programme	Quantitative: randomized control trial. 86 families in the intervention group, 47 families in the waiting list control group. Problem behavior in children and parenting skills assessed by self reports from parents and direct observation in the home	Increase in 'positive parenting' following a cognitive behavioral parenting intervention (Webster-Stratton Incredible Years basic parenting programme for treatment and prevention of conduct disorder in children). The programme included parenting skills practise, role playing, modelling (learning positive behaviors by example), analysis of video of family behavior for discussion. Children whose parents were in intervention group had significantly reduced antisocial and hyperactive behavior, increased self-control, and their siblings had also less problems.	*Mechanisms*: feedback, efficacy, skills	Public health

Hutson (2006) [f]	What is the impact of supply chain mandates on the diffusion of environmental practices?	Business	*Immediate*: organization *Distal*: industry	North American automotive suppliers	Mixed: interviews with six of the ten largest North American automotive suppliers, two US automakers, and survey of 119 Mexican automotive suppliers	The use of supply chain mandates for environmental management by US automakers resulted in the large first tier US suppliers fulfilling their obligations in accordance with the mandate but results were more variable for Mexican suppliers. Greater perceived importance of mandates and US ownership of a supplier increased adoption by suppliers operating in Mexico.	*Mechanisms*: coercion, financial rewards	Political science, PhD
Inoue (2011)	Does corporate credibility of professional sports organizations influence the effectiveness of their corporate social marketing?	Business	*Immediate*: individual *Distal*: consumer group	368 subscribers to a sporting newsletter	Quantitative: web survey. Analyzed using structural equation modeling	The study reported that participants understanding of environmentally sustainable behaviors brought about by sports stadiums' social marketing campaigns was positively related to their daily recycling behaviors. Individuals' receptiveness to corporate social marketing, measured by self-reported recycling behavior, was increased when they hold positive perceptions of the organizations' environmental credibility.	*Mechanisms*: knowledge, Legitimacy	Management, PhD
Jansen and Pippard (1998)	How does the Grameen Bank model of microfinance support social and economic improvements in the lives of low income women	Social enterprise	*Immediate*: individual *Distal*: family/household, community, region	Grameen Bank	Qualitative: case study	Loans from Grameen bank provided financial resources (loans) to women to start/run small businesses. Each borrower must become a member of Grameen bank which gave them a stake in the running of the organization. Peer lending was established through small local "solidarity	*Mechanisms*: skills, influence possibilities, information , resources, bonding social capital *Practices*: connective lead-	Social work

	and communities?					groups" who managed their lending transparently and collectively. Members of solidarity groups took turns in leadership roles that created strong connections and built skills of group members. The bank used highly trained development workers to work in villages and support borrowers. The bank's success relied on understanding the local conditions and culture of borrowers. There was a high rate of repayment and the bank had begun issuing bonds creating a sustainable resource base for its own operations. The case study raised questions over how successful the program was in increasing gender equality and whether a performance focus reduced availability for the poorest and least credit-worthy populations.	ership, project skill base, local knowledge, involved stakeholders, sustainable resource base	
John et al. (2011)	How effective are nudge and think strategies in changing civic behavior?	Typically researcher-led, with social enterprise or local authority/government	*Immediate*: Individual *Distal*: community, society	Review of studies using nudge and think strategies as interventions	Narrative review	Review of evidence and examples contrasting 'nudge' and 'think' strategies, Nudge strategies build on cognitive shortcuts (heuristics) and social influences (such as 'social proof') 'Think' strategies build on the principle of deliberative democracy, they require that citizens have meaningful influence on significant political decisions and institutional designs which ideally bring	*Mechanisms*: social norms, restructured decision environments, knowledge, influence possibilities	Political science/public policy

					people from different backgrounds together and provide 'safe havens' where contentious issues can be debated.		
John et al. (2011)	Does pledging and public recognition lead to charity donations?	Researcher-led, non-profit	*Immediate*: individual *Distal*: society	12,000 households in one affluent and one deprived electoral area in UK city, random assignment into three groups (a pledge intervention group, a pledge intervention group plus public recognition of giving, and a control group)	Quantitative: randomized control trial with one post-intervention measure	Compared a pledge intervention group (which is argued to lead to behavior change if made in public, voluntary and relates to issue the pledger is already concerned about, thereby feeding into individuals' need for consistency with pledged goals) to a pledging plus public recognition of giving intervention group (public recognition is argued to feed into image motivation) and a control group. A standardized letter was sent to 12,000 households asking for book donations for school libraries in South Africa. Public recognition consisted of a list with donors displayed around town in collection points (e.g. public library), and the pledge was an intervention letter asking people to send a card with a pledge to give books. **P**ublic recognition as a reward on top of pledging (making a self-commitment) works as does pure information-awareness and asking condition. Significantly more donations in pledging and public recognition group compared to control, but no significant in-	*Mechanisms*: awareness, goals, recognition and image rewards	Political science/public policy

					crease in pledge over the control group. The control condition (pure information and awareness, and asking to contribute) was also effective.		
John et al. (2011)	Can recycling household recycling and food waste recycling be increased through door-to-door canvassing and feedback interventions?	Researcher-led in collaboration with a social enterprise	*Immediate*: individuals *Distal*: households, society	Study 1: 3,468 households in treatment and 3,112 households in control group; Study 2: 5,009 households in treatment and 4,073 households in control group	Quantitative: two randomized control trials with randomized samples and two post-intervention measures, immediately post-canvassing intervention and three months follow-up (Study 1); Study 2 had two feedback interventions one month apart and used behavioral measure of participation in food waste recycling scheme (bin use)	Study 1: The canvassing (door-to-door campaign with questions, raising awareness of the recycling service, and informing people about how, when and what to recycle) increased recycling by 5% and long-term relative to control group by 2%. The intervention had more impact in streets with low recycling rates, in more deprived neighbourhoods and those with high ethnic minority population. Study2: A social norm intervention that distributed feedback cards to households. In the control group households were told how their street performed in food waste recycling relative to the average of their neighbourhood, with smileys signifying whether the participant's street performed better or worse than their neighbourhood. The intervention increased recycling by 3% short term. Both positive and negative social norms were effective (recycling more/less than neighbourhood), however they were not effective for households that	*Mechanisms:* awareness, skills, social norms (+/-)	Political science/public policy

					already recycled (some discontinued recycling).		
John et al. (2011)	Does a nudging strategy increase volunteering?	Researcher-led, local authority/government	*Immediate*: individual *Distal*: community, society	Callers to the local authority call centre in two highly deprived neighbourhoods, with high percentage of ethnic minorities. 30 callers in first and 33 callers in second neighbourhood recruited	Mixed: experiment and action research	People calling a local authority call centre to complain were asked whether they would like to volunteer for community projects. Positive citizen reception to council employees asking/offering volunteering but no behavior change effect. There were implementation difficulties, including a lack of project resources to respond properly. The 'standard' volunteering offered by council was not appealing to citizens. In round 2 volunteering opportunities were more customized but it took the council too long to implement the offering so that momentum was lost.	*Mechanisms*: awareness (-), restructured decision environments (-)	Political science/public policy
John et al. (2011)	Can voting be increased through the nudging strategy of a canvassing and telephone campaign?	Researcher-led	*Immediate*: Individual *Distal*: society	9,976 registered voters : three groups, one of which was a control group	Quantitative: randomized control trial. One post intervention measure. Used implicit baseline voter turnout in the last election	Two treatment groups were subject to either a canvassing or a telephone campaign was to increase voting two weeks before UK general elections The interventions were successful in increasing voter turnout. Both methods were about equally effective. Persuasion about the importance and reasons for voting, along with questions encouraging elaboration and deliberation about voting were used. Also messages were personalised as interviewers were encouraged to	*Mechanisms*: awareness, meaning, knowledge	Political science/public policy

					be flexible in their arguments.		
John et al. (2011)	Does social information affect petitioning behavior?	Researcher-led	*Immediate*: individual *Distal*: society	Experiment 1: 47 participants randomly recruited from Oxlabs subject database; quasi-field experiment 2: 668 people recruited from same database; control group n=173, treatment group 495	Quantitative: experiment and quasi-experiment	The study was designed to explore whether social information about how many people have signed a petition will affect their willingness to sign. In experiment 1, participants were divided into a treatment group (received information about how many people had signed the petition – this varied) and a control group who received no information. In experiment 2 again the control group received no information and the treatment group was divided into three subgroups going through different permutations of receiving information about low (<100)-middle (100 to <1 million)-high (>1 million) number of signatories of petition. In both experiments participants were asked about their willingness to sign a petition and donate a small amount of their participation fee to support the issue. Overall, providing information about the number of existing signatories had a positive effect on participants' willingness to sign. The effect was stronger for petitions with over 1 million signatories. Low numbers of signatories (less than 100) had a slight negative effect. Similar pattern, but	*Mechanisms*: social norms	Political science/public policy

					less clear, for donations		
John et al. (2011)	Do nudge and think strategies encourage people to donate their organs?	Researcher-led	*Immediate*: individual *Distal*: society	4000 people from Ipsos MO-RI panel, (representative of UK population) were invited to take part in an online survey, and were randomly allocated to three conditions: automatic opt-in, mandated choice, informed choice	Quantitative: experiment examining the mean difference between treatment and control group	Compared effectiveness of various choice-architecture behavior change nudges. While the nudges were effective in getting 15 to 23 percent of survey participants to click through to the organ donor register, less than 1% of sample actually registered. The intervention increased interest but not action. Click through rate highest for automatic opt-in to donate, next, mandated choice (need to click yes or no) and least effective was informed consent (default is opt-out, need to actively opt in). Default option most likely indicated policy makers' and society's preference. Non-effects for registration could be attributed to mismatch between impersonal medium (online) and a personally important decision.	*Mechanisms*: re-structured decision environments (+/-)	Political science/public policy
John et al. (2011)	Does a booklet alone (nudge) or a booklet combined with a discussion (nudge, think) cause people to be more willing to donate their organs?	Researcher-led	*Immediate*: individual *Distal*: society	179 university students, randomly assigned to three conditions	Quantitative: experiment examining the mean difference between treatment and control group	A nudge-engineered booklet about organ donation (including celebrity endorsement, social norm, photographs, quotes from peer-group, information including stressing loss of lives rather than gain in life years, public recognition effect via NHS website) was compared with nudge-think combination (booklet with a 15 min	*Mechanisms*: awareness, meaning, social norms	Political science/public policy

					participant-led small group discussion on organ donation). Only the nudge-only experiment was more effective; the nudge and think experiment was less effective than the placebo control (information about swine flue). Facilitation of group discussions may be key.		
John et al. (2011)	Can an online deliberation strategy influence knowledge and opinions?	Researcher-led, local authority/government	*Immediate*: individual *Distal*: society	6,009 from Ipsos MORI panel, randomly allocated into 6 experimental groups, broadly population representative	Mixed: experiment and action research	Tested how deliberative democracy/ think strategies might work online. The study entailed deliberation and discussion in an online forum on anti-social youth behavior and community cohesion, All groups received three questionnaires over 20 days. Two deliberation groups were incentivized [prize draw] to engage with a specially set up online forum where they could get further material, a high-level politician message expressing interest in using the ideas generated and where they were meant to actively contribute to a discussion forum (also incentivized). Two control groups received only a questionnaire but no invitation to the forum. Two information-only control groups could access the forum but only post comments, and could not engage in discussion. Half of participants logged onto the platform and 26% contributed at least	*Mechanisms*: knowledge (-), financial rewards, influence possibilities (-)	Political science/public policy

					one post. Analysis of blog-posts revealed respectful discussion but no genuine discussion. Opinion statements were contributed but no explicit building on each others comments and discussion as well as no accessing background information material, i.e., discussion and political education component failed.		
John et al. (2011)	Does the use of media technology by public authorities increase inclusivity in local area board members?	Researcher-led, local authority/government	*Immediate*: individual, community *Distal*: society	Newly established council with 18 area boards. 12 area boards in experiment, with intervention in six area boards and six others as controls	Quantitative: experiment and action research	Examined how public authorities use media technology (in this case a DVD) to attempt to overcome typical participation bias and be more inclusive by raising the profile of excluded voices as part of a decentralization initiative. In the treatment group, area board council meetings had a facilitated discussion around "how to engage the local community" with help of a DVD about how marginalized individuals could be effectively involved in council decision making so that local decisions would not just reflect the views of those who were most likely to come to local council meetings. The control group had the same discussion but without the DVD. Deeper deliberation and more perspective taking took place when the DVD was used. However, some councillors were re-	*Mechanisms*: knowledge, *Practices*: project skill base, involved stakeholders (+/-)	Political science/public policy

						sistant to others' perspectives. Facilitation skills of discussion leaders were important in generating change.		
Johnston (2004)	How do workers and their unions effectively challenge the power of employers?	Union	*Immediate*: community, consumer group *Distal*: industry	Agricultural workers Union in King City, California and Basic Vegetable Products and the ConAgra Corporation	Qualitative: ethnography including analysis of archival material, interviews and informal communications with the union negotiator, president, representatives, and numerous strikers	Workers held a successful strike against their employers by instigating boycotts and gaining community support. Most support was gained through framing the strike as a community issue - a fight against sexist and racist employment practices. The strike was co-ordinated and driven by the whole collective of workers through a shared vision and involvement in decision-making. The union drew support from public bodies and buying co-operatives who joined the boycott of Basic products.	*Mechanisms*: awareness, meaning, efficacy, influence possibilities *Practices*: shared vision, involved stakeholders Legitimacy	Management
Johnston (2007)	How is SC Johnston adapting its business to serve the "Base of the pyramid"- i.e. the poorest global citizens?	Business	*Immediate*: individual *Distal*: community	Kibera slum residents (Kibera is a large Nairobi slum, population approx. 700,000)	Qualitative: action research case study including participant observation and workshops to develop new business models	SC Johnson developed innovative business opportunities low income communities in Nairobi. They partnered with local NGO and entrepreneurial youth groups to identify and offer services that supported the health and well-being of the community (e.g., a house cleaning service to help reduce the risk of disease). Local entrepreneurs received training from SC Johnson and then ran their own enterprises under the umbrella organization "Community Cleaning Services". Setting	*Mechanisms*: skills *Practices*: feedback, local capacity, inclusive governance, sustainable resource base, leveraging relationships, innovating opportunities	Design Science

						appropriate goals for measurement was challenging but useful to increase the reach of the services. The project was designed to be self-sustaining via income from the local ventures.		
Jones and Snelgrove (2006)	Can development projects targeting marginalized communities produce significant results beyond those achievable through industry-level interventions alone?	Non-profit	*Immediate*: individual *Distal*: region, country	Mennonite Economic Development Associates (MEDA) and Entrepreneurship and Community Development Institute (ECDI) joint project for rural female embroiderers in Pakistan	Qualitative: case study with some descriptive quantitative results (i.e. increased income levels)	Rural women in Pakistan increased income and social empowerment through a MEDA/ECDI program which added value to their craftwork through design expertise and the creation of a network of female intermediaries linking rural embroiderers directly to the market. A knowledge of local culture helped in reaching the target women through a locally trusted intermediary. As trust in the program grew the women took increasingly influential roles in developing the distribution and development of the products. The increasing income for female embroiderers in the program indicated business model sustainability. The authors concluded that these developments would not have been possible through industry level changes.	*Practices:* local knowledge, iinclusive governance, sustainable resource base	Management, practitioner
Jones (2010) [f]	Can social finance and mobile banking assist vulnerable communities in	Organization	*Immediate*: individual *Distal*: region,	MPesa mobile banking service	Qualitative: case study.	Safaricom launched MPesa, a mobile banking service in Kenya. They provided training to agents who could help people set up and use MPesa, which was a more	*Practices:* project skill base, sustainable resource base, innovating opportu-	Economics

	sharing and in-creasing eco-nomic and social well-being as a resource?		country				efficient, low cost service and business model than money transfer through traditional bank branches. MPesa provided an efficient and innovative way to distribute microfinance and pro-vided more inclusive access to banking services. Within the first three months the service had 111,000 registrations and contin-uous growth of 12,000 new regis-trations per week.	nities	
Kania and Kramer (2011)	How can collec-tive impact initia-tives bring about social change?	Community based or-ganization in coalition with business, non-profit, local authori-ty/governme nt	*Immediate*: individual *Distal*: community	Four case ex-amples	Qualitative: descriptive case studies	Introduced concept of "collective impact initiatives" - long-term committed collaboration of group of important actors from different sectors to a common agenda for solving a specific social problem. Described successful case ex-amples from education, environ-ment, health, and poverty. En-tailed: 1. concerted intervention package achieved through 2. large-scale coordination and alli-ance building across different local actors; 3. learning from each other and building trust among collaboration member through continuous communica-tion; 4. continuously improving their processes rather than de-veloping a new initiative; 5. hav-ing a dedicated backbone organi-zation with centralized infrastruc-ture; 6. developing shared com-	*Practices*: shared vision, feedback, connective lead-ership, project skill base, involved stakeholders, in-clusive govern-ance, sustainable resource base, leveraging rela-tionships	Practitioner, management

						mon agenda, shared goal and vision for change; 7. sharing measurement system that enforces the shared agenda and goals; 8. each participant working to their strengths creating complementarity among collaboration members		
Kaufman et al. (2006)	Can a logic model evaluation process within a community based family violence initiative promote community change?	Local authority/government and researcher led	*Immediate*: organizations *Distal*: households	Longitudinal Survey, 40, service providers. Focus group, N not stated, consumers, providers, and policymakers	Mixed: qualitative and quantitative surveys of service providers and focus groups. Surveys analyzed through social network analysis	Researchers established an evaluation process within Safe Start, an initiative that cared for children at risk of family violence. They developed Safe Start employees' evaluation skills and capacity. Stakeholders were involved in the process via focus groups. The evaluations led to feedback on more effective procedures for dealing with Safe Start service users. Having a robust evaluation process increased organizations' credibility with funders.	*Practices*: feedback, involved stakeholders Legitimacy	Psychology
Kemmerly and Macfarlane (2009)	What are the elements of a consumer-based initiative in contributing to positive environmental change? The case of the Monterey Bay Aquarium's Seafood Watch program	Social enterprise	*Immediate*: individual, consumer group *Distal*: industry	Longitudinal surveys of aquarium visitors; T1 726 and T2 400. Interviews with 57 program partners and key informants; 64 focus Group respondants/acquarium	Mixed: surveys and interviews (key informants, program partners, local Monterey seafood purveyors) and focus groups of pocket guide holders.	Providing an easy to use pocket guide to sustainable seafood changed consumer seafood purchasing habits. The guide provided information that could be individualized to the consumers' situation (e.g., assessing a restaurant menu) by indicating the status of multiple fish. Aquarium visitors who used the guide reported buying less endangered fish species from restaurants and	*Mechanisms*: awareness, knowledge, restructured decision environments *Practices*: feedback	Education

				visitors from the Monterey-area		shops and increased awareness and understanding of the issues surrounding endangered fish (e.g., habitat destruction). The evaluation process provided Sea-food Watch program managers with feedback to increase the impact of future initiatives.		
Kessler (2012)	Can a self-efficacy based program in-crease knowledge and promote health screening be-haviors?	Researcher-led	*Immediate*: individual *Distal*: region	47 women (aged 18+) Indiana, USA.	Quantitative: survey with pre- and post- inter-vention knowledge and behavior measures	The intervention provided infor-mation to increase participants' understanding of cancer risk fac-tors and preventative behaviors. Videos of health screening were shown to vicariously build partici-pant self-efficacy. Results showed a significant increase in knowledge in relation to health screening behaviors and an in-crease in self-reported health screening behaviors.	*Mechanisms:* efficacy, knowledge	Public health
Leach and Sitaram (2002)	Can micro-finance provide economic free-dom for low in-come Indian women?	Non-profit	*Immediate*: individual *Distal*: community, region	20 low income women, Karna-taka State in South India	Qualitative: case study based on inter-views, observa-tions, and field notes	The microfinance project did not increase women's economic freedom and in some cases led to increased debt. The program trained the women in business practices and aimed to increase their confidence. The women reported feeling able to act more freely (e.g. freedom to travel around the village alone). The NGO provided resources in the form of loans to buy goods and raw materials.	*Mechanisms:* efficacy(+/-), skills (-), re-sources (-)	Development studies
Linowski and DiFulvio	What effective strategies can a	Non profit	*Immediate*: individual	Longitudinal survey,	Mixed: case study using	Rules and policies were put in place by campus security and	*Mechanism*: coercion,	Public Health

(2012)	campus and community coalition use to reduce high-risk drinking?		*Distal*: community	2005 - 573 students; 2006 -1154 students; 2007 – 616 students; 2008 – 917 students, 2009 – 703 students	archival documents, review of campus and community level data (i.e., alcohol-related arrests and sanctions) and survey analysis of student level data	local police such as banning drinking games and limiting the amount of alcohol that over 21's could keep on campus. A mandatory online education course was created for incoming students. There was a significant reduction in drinking with stronger effects on moderate drinkers as opposed to heavy drinkers.	knowledge	
Lounsbury, Ventresca, and Hirsch (2003) [fi]	How did the recycling social movement facilitate the creation of new sustainable waste industries?	Non-profit and local authority/government	*Immediate*: individual, industry *Distal*: industry	30 recycling activists and solid waste management field insiders	Qualitative: case study using interviews and secondary analysis of magazine content, congressional witness testimony, and waste association brochures. Discourse and content analysis	Social movement driven non-profit organizations presented recycling as a better alternative to incineration. The for-profit model of recycling was possible due to nonprofit recycling initiatives educating people to separate goods for recycling. This provided an environment that allowed for a less work intensive and more profitable model for recycling industry. Changing governmental policy on waste management influenced the funding available for alternative methods of waste management.	*Mechanisms*: meaning, skills, influence possibilities, restructured decision environments	Sociology
Maguire, Hardy, and Lawrence (2004) [f]	In emerging fields, how do actors engage in institutional entrepreneurship, and how do they ensure the diffusion and institu-	Community-based organization, social movement	*Immediate*: industry, institutional practices *Distal*: industry, institutional	Interviews with 29 individuals from organizations involved in or affected by the changed practices studied in the case,	Qualitative: case study, including chronological analysis and thematic analysis	Findings drew on a study of institutional entrepreneurship in the field of HIV/AIDS treatment advocacy, specifically linking institutional entrepreneurship to new practices of consultation and information exchange among pharmaceutical companies and	*Mechanisms*: meaning, bridging social capital *Practices*: shared vision, involved stakeholders, inclusive govern-	Management

| | tionalization of new practices? The case of HIV/AID treatment advocacy in Canada | | practcies | including coalitions of people living with AIDS/HIV. Participant observation, document analysis, secondary sources | | HIV/AIDS community organizations, institutionalised in the form of the Canadian treatment advocates council (CTAC). Social entrepreneurship involved three key activities: 1. occupation of positions that have wide legitimacy and bridge diverse stakeholders (e.g. spanning industry and local community); 2. theorization of new practices through discursive and political means. This involved persuasive argumentation (communication of tailored information which framed problems and justified new practices to resonate with a variety of stakeholders to create a broad support base) and political negotiation (skilful bargaining to include all key actors so that they are part of the joint organisation, i.e. solution). Thereby building an inclusive governance structure for the new organization in which all key stakeholders participate; 3. institutional entrepreneurship also involved in institutionalizing of these new practices by connecting them to stakeholders' routines and values (thereby stakeholders see the new practices as legitimate) this creates new field-level norms (e.g. CTAC tried to act as professional as possible to ap- | ance, leveraging relationships

Legitimacy | |

						peal to industry, while also endorsing activism and not endorsing specific treatments to remain independent and legitimate in eyes of AIDS community)		
McGonical (2012)	Can games help solve social problems?	Business, social enterprise, non-profit, community-based organization	*Immediate*: Individual *Distal*: society	Society	Case studies	Games themselves are innovations that can improve lives and bring about change. A game can quickly and effectively help people band together experiencing a sense of community, build capacity for social participation, and participate in a project that does social good. Crowdsourcing and social participation games provide a vehicle for many people to tackle real-world problems. Social participation games provide a vehicle for volunteering (e.g., 'The Extraordinaries' is a Web and mobile phone application designed to help people volunteer; each task helps a non-profit organisation accomplish one of its goals) and has also been used to reduce energy consumption (e.g., 'Lost Joules'). Alternative reality games provide skills and understanding in many real-life areas such as health care, public education and fitness routines. Games provide intrinsic rewards and incentivize with, for example, points, levels of achievement (i.e. by providing individualized feed-	*Mechanisms*: knowledge, meaning, feedback, efficacy, skills	Design science, practitioner

						back).		
McKenzie-Mohr (2000)	Can community based marketing interventions lead to effective pro-environmental behavior change?	Local authority, researcher led	*Immediate*: household/family

Distal: community | Residents of King and Annapolis County, Nova Scotia, Canada | Qualitative: case study | A local authority intervention provided stickers for residents' bins that advertised that a household composts in order to draw attention to composting as a normative behavior. An employee who addressed barriers relating to knowledge and skills for composting, visited residents who were interested in composting. 80% of interested households reported composting at follow up. Durham water project demonstrated similar mechanisms with the addition of an awareness raising condition (see Southerton et al., 2011 for more information) | *Mechanisms:* awareness, social norms, goals, feedback, knowledge, skills, restructured decision environments | Psychology |
| Milgram (2001) | To what extent does access to a microfinance program enhance participants' quality of life? The case of women and craftwork in the Northern Philippines | Local authority/government (joint EU and Philippine-sponsored microfinance organization) | *Immediate*: individual

Distal: community, region | 25 groups of borrowers, consisting of 145 individual borrowers within one microfinance program | Qualitative: case study involving interviews, observation and informal conversation | Program aimed to bring about change by increased income through entrepreneurial activity/being self-employed. Focused on drawbacks of the program finding that it does not take pre-existing socio-economic networks (formal and informal borrowing-networks) into account. It failed to produce behaviour change and empowerment due to selective lending to more 'viable' women, such as women who already ran a pre-existing business generating regular cashflow. Most of poor women had irregular, agricultural or tourism-based crafts | *Mechanisms*: resources, bonding social capital

Practices: quick wins, local knowledge, local capacity | Anthropology |

						income, and were unable to pay weekly instalments. The micro-finance organisation adopted a growth and target orientated management practices. Many women were not willing to borrow again after the first cycle		
Milgram (2005)	Are micro-finance pro-grams an effec-tive way to cre-ate real social change for women in the Philippines?	Non-profit	*Immediate*: individual *Distal*: community, region	Centre for Women's Enter-prise Develop-ment (CWED) solidarity group members, La-guna Province, Luzon, Philip-pines	Qualitative: interviews and field notes.	The case study of the Centre for Women's Enterprise Develop-ment (CWED) microfinance pro-gram in the Philippines argued that although the local group structure was intended to be supportive, the close relation-ships between group members could cause added pressure for borrowers whose default nega-tively impacts other group mem-bers. It also resulted in pressure for members to use their savings to cover other members' shortfall in repayments.	*Mechanisms:* bonding social capital (-), re-sources	Anthropology
Mosley (2001)	What is the in-fluence of the microfinance sector on pov-erty in Bolivia?	Business, non-profit (for-profit and non-profit micro-finance insti-tutions)	*Immediate*: individual *Distal*: community, region	120 borrowers, 55 control group from four micro-finance institu-tions	Mixed: con-trolled longitu-dinal study, using surveys, interviews and focus groups	Microfinance lifts borrowers out of poverty (measured through in-come and asset levels and level change), also indirect effect via labour market (borrowers hire poor to work for them). Employ-ment effects were important for poverty reduction but only seen with relatively "richer" borrowers. Microfinance is successful for the poor, but not the poorest of the poor.	*Mechanisms*: re-sources	Development studies
Mosley	How do micro-	Business,	*Immediate*:	Six African mi-	Mixed: survey	Evidence for positive income-	*Mechanisms*: fi-	Development

(2004)	finance institutions impact labour markets and poverty in Africa	non-profit, community-based organisation, local authority/government	individual *Distal*: family, community, region	crofinance institutions, survey of 150 clients, 50 control group clients	supported by interviews. Cross-sectional with approximately three months time lag between quantitative and qualitative data collection. Econometrics analysis	poverty impact. Also evidence for wider (indirect) impacts; 1. through microfinance borrower entrepreneurs providing employment in the community; 2. improvement in child education; 3. health improvements e.g., better family/child nutrition/diet; 4. greater social and civil capital, e.g., joining community groups, greater respect from community; 5. female financial empowerment, e.g., greater financial independence from husband and in household; 6. female psychological empowerment, e.g., greater self-respect through being self-employed and earning income; 7. evidence for transfer of these indirect effects beyond borrower family to poor non-borrowers; 8. some MF offer business training enhancing empowerment through skill development.	nancial rewards, efficacy, skills, resources, bonding social capital	studies
Mosley, Olejarova, and Alexeeva (2004)	Does microfinance contribute towards community-building and political participation? A pilot study of programmes in Russia, Slovakia and Romania	Two microfinance institutions (non-profits)	*Immediate*: individuals, borrower groups *Distal*: community, region	Two microfinance NGOs, 195 borrower groups, 84 individual loan borrowers, 88 controls	Mixed: surveys and interviews with outliers and "otherwise interesting " individuals and groups	Examined how microfinance may or may not create social capital. Little association of microfinance with formal associational membership as a social capital indicator (except church membership). However support found for an influence from the provision of finance to informal political organization of borrowers within borrowing groups (showing higher	*Mechanisms*: influence possibilities, resources, bridging social capital, bonding social capital	Development studies

					trust and solidarity compared to controls), across borrowing groups (emerging into collective action in one instance to fight corruption), and of borrowing groups with local government (higher trust in institutions). Some of this social capital resulted in subsequent collective political action (e.g., protest against corruption). Thus microfinance influenced informal behaviour patterns, thence trust, and thence informal political participation but not formal associational membership.		
Muller, Vermeulem, and Glasbergen (2012)	Is a collaborative approach or a prescriptive approach more effective in achieving social change in global supply chains? The cases of Tesco and Waitrose	Business	*Immediate*: organization *Distal*: industry, community	Two cases studies in the British-South African fresh fruit supply chain, including 21 interviewees, both direct and indirect actors in the two supply chains.	Qualitative: longitudinal comparative case studies. Interviews with 21 direct and indirect actors in the supply chains. Actors were interviewed a number of times (depending on the actor) over three years	Comparative case studies presenting two contrasting business strategies for achieving socially sustainable in two case studies of South African and British fruit export chains (Waitrose, Tesco). First, a unilateral, prescriptive approach mirroring a paternalistic value system, in which a company prescribes norms of socially responsible behaviour at the ground level on South African farms; the farms are then audited (the Tesco case) (ii) a bilateral, collaborative approach in which business and non-governmental organisations work together to improve working conditions on farms (the Waitrose case). Out-	*Mechanisms:* coercion (+/-) *Practices*: shared vision, leveraging relationships	Management

						comes of these approaches were observed over a three-year period. The shared value approach was a more successful initiative than paternalistic pushing initiative. A cooperation, collaboration strategy that encouraged communication and partnerships with business and NGOs, not only in one sector (as shown by the partnership between markets) but also extending to intersectoral partnerships can bring positive long-term social change on farms and surrounding communities		
Nettles (1991)	Do community involvement programs positively impact school-related behaviour and achievement of disadvantaged students?	Business, social enterprise, non-profit, community-based organizations, local-authority/government	*Immediate*: individual *Distal*: community, organiza-tion, region	Disadvantaged students	Review including review of 13 evaluations of interventions implemented with significant input from community-entities. Interventions were either random-ized control trials or quasi-experimental designs	The study examined the impact of community involvement programs (actions that parents, businesses, universities, social service agencies and the media, for example, take to promote student development) on school-related behaviour and achievement, by reviewing 13 study evaluations. Studies were cate-gorized through a typology of four community involvement process-es: 1. 'conversion' - the process of changing a student from one belief or behavioural stance to another (such as through expo-sure to a powerful message or charismatic person); 2. mobiliza-tion - actions to increase citizen and organizational participation in	*Mechanisms*: knowledge, mean-ing, resources, skills *Practices*: Involved stake-holders	Education

						the educational process; 3. 'allocation' - communities provide resources (such as social support and services) to children and youth; 4. 'instruction' - actions to assist students in their intellectual development or in learning the norms and values that apply to social relationships in the community. The evaluation studies indicated that programs could have positive effects on school-related behaviour and achievement. Effects ranged from small to large, influenced by variations in level of exposure to treatment and quality of research design. Programs in the allocation or the instruction categories tended to show an overall pattern of positive effects. Programs combining allocation and instruction showed mixed results. One program combined all four elements had mostly positive effects.		
Noar, Benac, and Harris (2007)	Does tailoring matter? Meta-analytic review of tailored print health behaviour change interventions	Local authority/government, research-er-led	*Immediate*: individual, *Distal*: society	58,454 individuals across 57 studies	Quantitative: meta-analysis of 57 experimental or quasi-experimental studies (with matched control groups) that had at least one	Tailoring is a form of health information that is unique to a person and based on an assessment of the relevant health behaviors of that person. Tailoring was overall effective in increasing preventative health behaviors (e.g., smoking cessation, healthy eating and mammography	*Mechanisms*: knowledge, feedback, restructured decision environments	Psychology

					form of printed tailored message and one non-tailored message condition and included a measure of health behavior as dependent variable	screening). The effectiveness increased if tailored feedback was based on repeated assessment and person-specific feedback, and when it was based on multiple aspects e.g. including health attitudes, in addition to the assessment of participants' behavior, which the authors attribute to greater personal involvement and understanding of the tailored message. Tailoring interventions that stressed participants' susceptibility to a disease (i.e. highlighting threatening aspects) were less successful than those that emphasized positive motivation towards health behaviour change.		
Nolan, Schultz, Cialdini, Goldstein, and Griskevicius (2008)	Are descriptive norms an effective way of motivating households to reduce energy usage?	Researcher-led	*Immediate*: individual, family/household *Distal*: community	371 middle-class households of San Marcos, California	Quantitative: structured interviews and self-reported energy meter readings. ANCOVA analysis.	A researcher-led initiative tested different mechanisms for motivating energy saving behavior, using doorhangers as an environmental prompt. The doorhangers were printed with messages relating to one of five conditions: descriptive awareness raising, social norms, self-interest, environment, and social responsibility. Despite participants rating the descriptive norm messages as least motivating they were associated with the smallest overall energy usage (largest energy savings) in follow up evaluations although this ef-	*Mechanisms:* awareness, social norms, restructured decision environments	Psychology

						fect was no longer significant after one month.		
O'Connor, Hanny, and Lewis (2011)	Does increasing the diversity of community representation on a local planning committee influence decision making?	Community-based organization	*Immediate*: organization *Distal*: community	Observation of 18 members of community group sub-committee.	Qualitative: participant observation. Discourse analysis of a meeting discussing a draft community plan.	There was an attempt to create more inclusive governance in a local development initiative (Community for the Children of Lakeview) by including representatives who reflected the diversity of the communities within the area. However due to pressures from funding organizations the group fell back on traditional approaches without taking the concerns of these diverse communities into account. The differences were reflected in a lack of shared vision for the work of the committee.	*Practices*: involved stakeholders (-), shared vision (o)	Anthropology
Oettlé, Arendse, Koelle, and Van der Poll (2004)	Can community exchange and training in the Suid Bokkeveld enhance livelihoods and natural resource management?	Government and non-profit	*Immediate*: community *Distal*: region	Community of Suid Bokkeveld, population approx. 1,000	Qualitative: action research case study of the pilot community exchange program.	The NGO and government partners facilitated the community to be the drivers of the community exchange project through a series of planning and training workshops. Government and NGO specialists facilitated while the local community took ultimate ownership of the program. The exchange visit involved one community learning from the experiences and local knowledge of the other community. The program led to the creation of a co-operative for Rooibos production and supporting enterprises.	*Mechanisms*: skills, bridging social capital *Practices*: local knowledge, local capacity, involved stakeholders, inclusive governance.	Design Science
Osbaldiston	What interven-	Researcher-	*Immediate*:	253 experiments	Quantitative:	The authors coded the treat-	*Mechanisms*:	Psychology

and Schott (2012)	tions increase pro-environmental behavior?	led	Individual Distal: society	from 87 published reports (individual N not reported)	meta-analysis of 253 experiments that sought to increase pro-environmental behavior (PEB) and measured dependent variable as PEB in a real-world setting, e.g., increasing recycling, conserving energy, conserving water, and transportation choices	ments based on perceived similarly into 10 categories, all treatments lead to increases in pro-environmental behaviour (typically medium-sized effects). Most studies used combinations of the 10 treatment categories: making it easy, using prompts, providing justifications and reasons, instructions how to perform a behavior, feedback, financial or other material rewards, social modelling, cognitive dissonance, asking participants to make a commitment, e.g., through eliciting pledges, and setting goals. Further analysis concluded that more effortful behavior change also required more engaging behavior change strategies (e.g. setting goals vs. making it easy).	restructured decision environments, knowledge, meaning, goals, feedback, financial rewards, skills, efficacy	
Osborne (2010) [f]	Can carbon credit purchasing increase pro-environmental farming methods and community development?	Local authority/government	Immediate: organization (farmers within the region) Distal: community, region	Scolel Té carbon forestry project, focusing on an indigenous rainforest community called Frontera Corozal, Mexico	Mixed: interviews, participant observation, carbon analyses	The Carbon credits system in Mexico promised improvements to the environment through better forestry management and development of local communities. In practice community development was sidelined in favor of practices that yielded the most carbon credits.	Mechanisms: financial rewards (-)	Design science, PhD
Paquin (2008)	How can institutional entrepreneurs help facilitate the diffusion of novel inter-	Non-profit	Immediate: organization Distal: region	Actors relevant to NISP's activities in the UK	Mixed: case study using interviews and quantitative archive data of	NISP successfully facilitated re-use of waste products between organizations, creating added value within the system and financial returns for organizations.	Mechanisms: financial rewards, knowledge, bridging social capital, restruc-	Management, PhD

	firm environmental practices? A case study of the National Industrial Symbiosis Programme (NISP)				NISP projects. Examined using social network analysis	NISP maintained and built networks to facilitate organizations getting involved. NISP worked on changing the physical environment by creating "the underlying infrastructure to allow future projects to occur more easily in the future" and targeted quick wins through organizations who are already motivated to take part. NISP ran workshops to facilitate new industrial symbiosis ideas where organizations learn about the resource needs and waste output processes of other organizations.	tured decision environments *Practices*: quick wins, leveraging relationships, innovation opportunities Legitimacy	
Parker (2003)	Can community-based implementation enhance the effectiveness of a Canadian energy efficiency program?	Local government, non-profit, community based organizations	*Immediate*: individual *Distal*: region	Residents within the Waterloo Region, Canada.	Mixed: field based quasi-experiments and surveys	The Residential Energy Efficiency Project in Waterloo Region (REEP) provided discounted household energy efficiency evaluations, reducing the financial resource barrier for residents. Individualized marketing increased enquiries for evaluations in comparison to generic national advertisements. REEP built collaborative local and national partnerships with business and universities to provide resources (financial, knowledge, skills) and enhance project credibility.	*Mechanisms*: awareness, resources *Practices*: inclusive governance, leveraging relationships Legitimacy	Design science
Partzsch and Ziegler (2011)	How can social entrepreneurs encourage more sustainable wa-	Social enterprise	*Immediate*: community *Distal*:	Stakeholders relevant to the planned Slovak water dam pro-	Qualitative: case study. Information taken from sec-	People and Water social enterprise empowered local residents to resist larger governmental plans to build a dam in their area.	*Mechanism*: efficacy, influence possibilities	Political science/public policy

ter governance decisions?		region	ject (e.g. People and Water NGO)	ondary sources (Ashoka entrepreneurs database profiles), interviews and field trips	An alternative plan, Blue Alternative was debated in local meetings. The relationships that People and Water built with local groups facilitated pilot projects being undertaken by locals for Blue Alternative. The presence of allies in the form of People and Water supported the efficacy of the affected villages in their protests against the dam.	*Practices*: inclusive governance, leveraging relationships	
Pascale, Sternin, and Sternin (2010)	How can positive deviance bring about social change?	Researcher-led (mobilizing the community)	*Immediate*: community, partly through individual and family *Distal*: community, region, country	Six cases of positive deviance described in depth. Other examples provided	Mixed: longitudinal case studies and one randomized control trials	The case studies focused on positive deviants - individuals or groups whose uncommon behaviors and strategies enabled them to find better solutions to problems than their peers, while having access to the same resources and facing similar or worse challenges. Positive deviance (PD) is an asset-based, problem-solving, and community-driven approach that enabled the community to discover these successful behaviors and strategies and develop a plan of action to promote their adoption by all concerned. Case study outcomes included lower rates of child malnutrition, less female genital mutilation, and lower hospital infections. PD required: 1. involvement of local leaders; the community must own the entire process; 2. community	*Mechanisms*: awareness, knowledge, meaning, efficacy, skills, bridging social capital *Practices*: feedback, local knowledge, local capacity, inclusive governance, leveraging relationships, innovating opportunities	Public health

					defining/reframing the problem and identify preferred future, listing barriers and challenges, identifying all stakeholders who should be involved, sharing the findings in community-wide meeting; 3. community determining common practices (through extensively discussing and involving as many community members as possible - building readiness for change); 4. community discovering the presence of positive deviants (identifying individuals, families, entities who exhibit desired outcomes), conducting interviews and observations by community and a facilitator, identifying uncommon practices that correlate with better outcomes (as defined in and compared to step 3), vetting results with whole community; 5. community designing and developing activities to expand the positive deviant solutions, engaging multiple stakeholders , starting small to demonstrate success, connecting people who were not connected before, targeting widest range of appropriate community members, creating opportunities to practice and learn through doing in safe environment with peer support; 6) ongoing evaluation of effective-		

						ness of initiative by the community but indicators needing to come from the community, developed in culturally appropriate way.		
Perrini, Vurro, and Costanzo (2010)	What processes facilitate social entrepreneurs to apply innovative approaches to complex social problems?	Social enterprise	*Immediate*: individual *Distal*: community, region	San Patrignano drug rehabilitation center/community. Semi structured interviews with four San Patrignano managers	Qualitative: case study of San Patrignano, drug rehab center. Narrative inquiry using semi-structured interviews and secondary data (e.g. in-house publications, annual reports)	San Patrignano, a drug rehabilitation center achieved a high rate of rehabilitation (70%). It is predominantly self-funded via enterprises run by those in rehabilitation. The enterprise process provides members with resources needed to start their projects and this process builds members' self-efficacy and life skills. Founder Andrea Muccioli built relationships and connections with local communities to support these enterprises. Through networking and understanding of the local context, San Patrignano could target new enterprises at specific local needs facilitating early successes for these enterprises.	*Mechanisms*: efficacy, skills, resources *Practices*: quick wins, connective leadership, local knowledge,	Management
Plambeck and Denend (2008) [f]	How did Wal-Mart use a network approach to decrease its environmental footprint?	Business	*Immediate*: organization *Distal*: industry	Interviews with more than 40 representatives from Wal-Mart and network partners from three supplier networks	Qualitative: descriptive case study of three of Wal-Mart's sustainable value networks	Wal-Mart created networks with external stakeholders around specific sustainability topics and markets. To achieve this, they: 1. changed procurement practices and relationships with suppliers providing incentives such as longer-term contracts, deeper engagement, and more transparent information about the supply-	*Mechanisms*: coercion, financial rewards, recognition and image rewards, influence possibilities, information *Practices:* involved stakehold-	Management, practitioner

						chain; 2. partnered with **N**GOs for their sustainability-related expertise and as credible, independent certification organisations; 3. made public commitments to sustainable supply-chain, incentivized more suppliers to adopt sustainable practices, and partnered with NGOs giving Wal-Mart access to suppliers who wouldn't normally work with them; 4. incentivized customers to buy sustainable products (e.g. baby clothing) despite higher prices when they could see the benefit for themselves and their family	ers, leveraging relationships Legitimacy	
Polletta (2008) [fi]	How do cultural processes influence social movements?	Social movements	*Immediate*: individuals, various institutions (e.g., health practices) *Distal*: institutional practices, society	Review of social movement studies that contribute to understanding how culture can constrain and lead to change	Review	Emphasises the importance to social movements of framing – how movement actors cast problems and solutions in ways that mobilize targets.	*Mechanisms*: meaning	Sociology
Prasad, Kimeldorf, Meyer, and Robinson (2004)	Will customers pay more for ethically produced goods?	Researcher-led	*Immediate*: individual *Distal*: consumer group	211 random shoppers	Quantitative: experiment comparing purchase rates of identical socks marketed with and without ethical produc-	Researchers restructured the environment to provide the opportunity to purchase more ethically produced socks. Signs placed by the products raised awareness of working conditions. One in four customers were willing to pay up to 40% more for the	*Mechanisms*: awareness, re-structured decision environments	Sociology

						tion credentials.	ethical product.	
Praszkier and Nowak (2012)	How do social entrepreneurs create social change?	Social enter-prise	*Immediate*: Individual, community *Distal*: region	Three social enterprise cas-es: Aina, Em-powering Wom-en in Nepal, Teahouse Raft-ing	Qualitative: case study	Social entrepreneurs address complex social and environmen-tal problems by empowering communities and societies to act in their own interest. Their initia-tives build networks that become social capital, they exhibit em-powering leadership, transferring and ingraining change in com-munities through enabling them. The Aina project trained Afghan women in journalism and broad-casting. These women headed radio stations and led publica-tions containing positive social information on health and educa-tion reaching millions of Afghans. The Aina and Empowering Wom-en of Nepal projects built bridging and bonding social capital to al-low women to expand their ven-tures (e.g., a local culinary school to add to trekking guides). The Teahouse Rafting project used knowledge of local traditions and involved local stakeholders to introduce certified guided river tours that championed environ-mental protection while providing an income for locals.	*Mechanisms*: skills, knowledge, influence possibili-ties, bridging so-cial capital, bond-ing social capital *Practices*: connective lead-ership, quick wins, local knowledge, involved stake-holders	Psychology
Praszkier, Nowak, and Coleman (2009)	How do social entrepreneurs use indirect methods to ad-	Social enter-prise	*Immediate*: individual *Distal*:	Five case stud-ies	Qualitative: comparative case studies	The entrepreneurs in each case got to know or already knew the populations where the conflicts resided. From this they initiated	*Mechanisms*: meaning, financial rewards, efficacy, skills,	Psychology

	dress societal conflict?		community			opportunities for improvements that would be accepted by the local populations. They involved local stakeholders in the planning and/or the execution of the intervention (e.g., slum residents managed the upkeep and finances for new hygiene facilities). Conflicting parties were brought together as projects had clear benefits (sometimes financial) for both. Providing examples of partnership between normally antagonistic groups or people facilitated further cooperation.	bridging social capital, bonding social capital *Practices*: connective leadership, local knowledge, involved stakeholders, inclusive governance Legitimacy	
Raman (2006)	Do information and communication technologies facilitate participatory democracy?	Community-based organization	*Immediate*: individual *Distal*: community, region	10 local wards (i.e. precinct or parish), Bangalore City. 33 interviews and survey with 993 respondents	Mixed: ethnography, interview and survey methods. Interviews were analyzed with thematic analysis. Surveys were analyzed with chi-square tests.	Janaagraha, a non-profit organization, used radio shows, newsletters, backing from high profile individuals to increase awareness of their work. Increased information transparency through disclosure of local government budget, combined with financial educational material from Janaagraha, increased citizen participation in planning processes for their wards. Janaagraha leveraged relationships with the local government to gain information and channels of communication to their community group projects. Information and communication technologies as an innovative tool to increase participation was only successful with	*Mechanisms:* awareness, knowledge, Influence possibilities, information *Practices*: involved stakeholders, leveraging project relationships, innovating opportunities (-)	Political science/public policy. PhD

					the inclusive governance methods of Janaagraha.		
Rao (2009) [f]	How do market rebels change industries and market practices?	Business, social movement. "Market rebels" are activists and marginal actors in a respective industry; they can be a group of individuals or firms.	*Immediate*: individual, organization *Distal*: industry, market practices	Six case examples of market rebels, covering shareholder rights/ activism, microbrewing, car industry, nouvelle cuisine, chain stores emergence	Mixed: case studies supported by quantitative analysis mostly of industry data	Rao examined how market rebels (activists, marginal actors in an industry, who challenge status quo, and may build on existing social movements) change industries, bringing about new practices. Studies focused on identity framing. Tactics included: "hot causes" aroused intense emotion, creating a community of members through attention grabbing tactics, providing information, exploiting lighting rod issues (e.g., corporate scandal) to launch campaigns and "cool mobilization", providing new identity to community members that sustained their commitment to the change cause, building a sense of community (framing).	*Mechanisms*: meaning	Sociology
Raynolds (2009) [f]	How has the mainstreaming of fair trade coffee consumption influenced buyers and sellers within the fair trade coffee market?	Non-profit	*Immediate*: organization *Distal*: industry	Interviews (N not given) with European and North American Fair Trade coffee importers, Fair Trade organizations and four Peruvian and Mexican Fair Trade supplier co-operatives.	Qualitative: case study of Interviews and focus groups and secondary data (e.g., organizational websites, intenal documents)	Buyers interacted with Fair Trade in different ways. Buyers that had shared vision with suppliers further the causes associated with fair trade through long- term partnership and support of the producers. Market driven buyers, such as Starbucks, Tesco and Costco, used purchasing power to coercively influence the process to reflect their usual buying practices while reaping the image and reputational benefits of their	*Mechanisms*: coercive (-), recognition and image rewards *Practices:* shared vision	Development studies

					association with fair trade. These buying practices were often disadvantageous to the suppliers thus violating the spirit of fair trade movement.		
Reid and Toffel (2009) [f]	When do organizations engage in disclosure of environment related business impact?	Shareholders and local authority/government	*Immediate*: organization, industry *Distal*: industry	524 firms from the S&P 500 index	Quantitative: longitudinal survey study analyzed with logistic regression techniques	The threat of legal regulation led to more voluntary disclosure from companies. Environment related shareholder resolutions signaled changing social norms regarding disclosure for the whole industry, thus requests for disclosure became more acceptable to the companies.	*Mechanisms*: social norms, coercive pressure	Management
Ritvala (2010)	Can social networks explain the success of initiatives to save the Baltic Sea?	Community-based organization, non-profit, business, local authority/government	*Immediate*: individual *Distal*: region, country	17 representatives from private foundations, NGOs, public bodies and private companies	Qualitative: case study methodology using interviews and secondary sources (e.g., web casts, web pages, magazines). Narrative analysis.	The John Nurminen Foundation used bridging social capital/relationships and its credibility to recruit a broad range of stakeholders to the "Clean Baltic Sea" project. Activists and donors framed their actions as aligning with their values, relationships and hobbies linked to the Baltic Sea. CEOs and senior politicians became public leaders for the cause through the Baltic Sea Action Group which makes public commitments to conservation and protection of the sea.	*Mechanisms*: meaning, bridging social capital *Practices*: connective leadership, involved stakeholders Legitimacy	Management
Ross and Wood (2008) [f]	Do environmental social controls matter to Australian capital investment decision-making?	Local authority/government and stakeholders	*Immediate*: organization *Distal*: Industry, country	260 Capital investment managers of Australian firms from the extractive industries	Quantitative: survey data analyzed with parametric and non-parametric tests (Mann-	Regulations, particularly fines, penalties, licenses and permits, were the most influential environmental social controls (ESC) on organizations capital investment decisions. Stakeholder	*Mechanisms*: coercive pressure, reputation and image	Management

				and manufactur-ing industries	Whitney U, t-tests and ANO-VA)	opinion was the second most influential ESC, although some stakeholders had greater sway over capital investment decision-making. Organizations were mo-tivated to maintain their reputa-tion with employees, customers and investors.		
Roussos (2002)	Do school-community part-nerships in-crease volunteer mentoring via changes to the environment?	Community-based or-ganization	*Immediate*: individual *Distal*: community	Three school-community part-nerships	Quantitative: case study; coded instances of environmen-tal changes defined as "a new or modified program, policy or practice of governmental bodies, agen-cies, business-es, and other sectors of the community"	YouthFriends, a school-community partnership set up to increase local volunteer mentor-ing of youth, defined its strategy and refined its goals through conducting grassroots user focus groups. They noted a trend of increasing number of environ-mental changes being linked to increasing numbers of volun-teers. However there were con-founding issues such as external media drives for volunteering. The most common environmental changes related to "Facilitating Support from Influential Others" (local councils as support) and "Creating Opportunities to Re-spond" (creating more volunteer programs)	*Mechanisms*: influence possibili-ties, restructured decision environ-ments	Public health, PhD
Rowe, Gav-rilova, Ve-lev, and Shaw (2009)	Can a multi-institution micro-finance interven-tion increase social integration of Roma people in Bulgaria?	Non-profit	*Immediate*: individual *Distal*: community	Catholic Relief Services (CRS), 2 microfinance agencies (MFIs), and the United States Agency	Qualitative: case study	Four institutions, including two microfinance institutions (MFI), created the Alliance for Inclusive Business Development of Roma Communities in Bulgaria. The Alliance leveraged the strengths and resources of each institution	*Mechanisms*: awareness, skills, resources *Practices*: local knowledge, involved stake-	Design sci-ence

				for International Development (USAID). 11 Roma communities, Bulgaria		to ensure the social and financial aims of the project were sustainable. The MFIs provided business training and loans to Roma entrepreneurs. USAID promoted awareness of success of the entrepreneurs to reduce negative stereotypes of Roma people. This resulted in more formalized Roma businesses and increased acceptance of them within the business community.	holders, sustainable resource base, leveraging relationships	
Ryan, Anastario and DeCunha (2005) [f]	Can a community led participatory communication intervention reduce inappropriate press coverage of domestic violence related murders?	Community group: Rhode Island Coalition Against Domestic Violence (RICADV)	*Immediate*: industry *Distal*: community, region	Local print news stories covering domestic violence related murders four years prior and two years post intervention	Quantitative content analysis of press articles	The community group developed a reference book for appropriate reporting techniques in domestic violence related murders. More broadly the intervention aimed to raise awareness of domestic violence as a societal problem through correct labeling of murders within the media. The group collaborated with reporters and victims for the book's structure and content in order to build credibility and accurately target the needs of reporters (e.g., quick referencing structure for tight deadlines). The community group (RICADV) had extensive relationships with media organizations that facilitated this initiative. Analysis showed a post intervention increase in appropriate use of the term 'domestic violence' and a shift towards more appropriate	*Mechanisms*: awareness, knowledge, restructured decision environments *Practices*: local knowledge, involved stakeholders, leveraging relationships Legitimacy	Public health/social work

						sources (e.g. more advocates and less community residents).		
Sallis and Glanz (2009)	How does the physical and social environment influence obesity and can environmental interventions offer a solution?	Business, local authority/government	*Immediate*: individual *Distal*: community, consumer group, industry	Neighbourhood communities, building users, school children. Primarily USA and UK based	Narrative review	Adjusting the physical environment to provide more opportunities to engage in active behavior (e.g. providing sidewalks to encourage pedestrian activity) and having calorie information on menus to serve as prompts were highlighted as successful environmental changes.	*Mechanisms*: restructured decision environments	Public health
Scearce, Kasper, and Mcleod Grant (2010)	How do non-profits use social media to change the way they work and increase their social impact?	Non-profit, community-based organizations, social enterprise	*Immediate*: individual, community, organization *Distal*: community, organization	Multiple case examples	Qualitative: descriptive case studies of successful social media and network approaches to create social change based on the work of the MONITOR Institute. Examples of successful cases were: Kiva making more than $100 million in micro-loans, funding raised for Obama's presidential campaign, participation In Ocean Conservancy	A network approach to achieve social change worked through five principal mechanisms: 1. weaving community (network organisers deliberately moderate a network and connect others so attempting to build bridging and bonding social capital, also use a leadership approach to encourage and facilitate self-organisation); 2) accessing diverse perspectives through social media (crowdsourcing); 3. building and sharing knowledge and best practice through the web; 4. mobilizing people (cheap, low transaction cost, and un-controlled nature of social media catalyze bottom-up self-organisation such as the Arab Spring); 5. combining top-down and bottom-up approaches (a moderator is needed who holds the process), allowing time to	*Mechanisms*: knowledge, bridgingsocial capital, bonding social capital *Practices*: connective leadership, sustainable resource base, leveraging relationships, innovating opportunities	Management, practitioner

					international coastal cleanup day	build authentic relationships and trust (strong tie social capital is required, otherwise online initiatives fails).		
Schellhorn (2010) [f]	What are the social and socio-economic outcomes of eco-tourism development within a heterogeneous community of migrant settlers and native residents of Lombok, Indonesia?	Local authority/ government	*Immediate*: industry *Distal*: community	40 local stakeholders	Qualitative: case study using semi- structured interviews, participant observation, mapping of the tourism infrastructure and services	The development programs instigated by New Zealand's Agency for International Development (NZAID) used tourism to facilitate community development in Lombok, Indonesia. They trained women to become guides but guiding opportunities were limited due to locals feeling that female guides were inappropriate for overnight tours. NZAID's increased licensing and regulation of local Indonesian tourism excluded local low- income islanders from joining the industry. One NZAID development program abandoned its community development goals in favor of goals that produced tangible outcomes (e.g. new tourism products and increased services) in less time.	*Mechanisms*: skills(-) *Practices*: involved governance (o), quick wins (-)	Management
Seelos and Mair (2005)	Can entrepreneurs contribute to sustainable development?	Social enterprise	*Immediate*: individual *Distal*: community, region	Three case studies; BRAC, WasteConcern and Sekem	Qualitative: case study	The paper describes how social enterprises have successfully changed social systems and individuals lives within low income areas. BRAC is an enterprise in Bangladesh providing microfinance. Through microfinance BRAC aimed to develop local support for women to become	*Mechanisms*: efficacy, knowledge, bonding social capital, resources	Management

						empowered economic actors. They provided women with information about their rights and available legal services. They created supportive 'village organizations' where groups of women met to discuss problems, solutions and repayments.		
Seelos and Mair (2007)[f]	What strategies facilitate profitable telecoms service provision to low income markets (Base of the Pyramid markets)?	Business and social enterprise	*Immediate*: individual, community *Distal*: region	Telenor-Grameen Bank (Grameen phone, Grameen Telecom)	Qualitative: case study including field work and interviews	Norwegian communications company Telenor jointly set up a telecom organization in Bangladesh with Grameen to support social development and increase profits by entering low income markets. Their credibility, local knowledge and local capacity was greatly increased via their collaboration with the Grameen bank who had an established a system for micro finance. By 2006, Grameen Telecom had created 250,000 jobs for micro-entrepreneurs it referred to as 'village phone ladies', low income women who provided phone services for their villages. The phone services aided local economic development as well as growing the market for Telenor products and making the project sustainable in the long run.	*Practices:* project skill base, local knowledge, local capacity, sustainable resource base, leveraging project relationships Legitimacy	Management
Seelos and Mair (2007)[f]	What strategies facilitate the creation of a profitable market for	Business and social enterprise	*Immediate*: individual, community, industry	Map Agro/Waste Concern	Qualitative: case study including field work and inter-	Waste concern was set up by two social entrepreneurs to tackle the social, health and environmental issues associated with domestic	*Practices:* sustainable resource base, leverage project rela-	Management

						views	waste in the capital of Bangladesh. Their innovative business model used organic household waste to create fertilizer. Waste was a locally abundant resource and the fertilizer provided sustainable support for food crops thus making rural farming more environmentally friendly. After a successful trial they partnered with Map Agro, a fertilizer company to access investment to increase the scale of the operation. By 2006/2007 the compost constituted 25% of Map Agro's overall revenue.	tionships, innovating opportunities, project skill base	
	organic waste products in a low income city?		*Distal*: organization						
Sine and Lee (2009) [f]	How can large-scale social movements external to an industry influence the creation of new market opportunities and encourage entrepreneurship?	Non-profit	*Immediate*: individual, organization\n\n*Distal*: industry, region	State level data on the US wind energy sector, 1978 - 1992	Quantitative: event history methods		Membership levels of the Sierra Club, a non-profit pro environmental organization, had a direct positive effect on the emergence of entrepreneurs and through the mediating effect of the regulatory environment. As explanatory mechanisms the paper provided examples of social movement organizations raising awareness of wind as an alternative energy supply option, negatively framing non-renewable energy sources, and encouraging the involvement of its members in the governance of the wind energy sector.	*Mechanisms*: awareness, meaning, Influence possibilities\n\n*Practices*: leveraging relationships	Management
Sinha (1999)	Does forest management under the Joint	Local authority/government	*Immediate*: individual, community	11 villages in India. Interviews with 85 house-	Qualitative: ethnography with a grounded		The Joint Forest Management scheme provided forest products for villages as an incentive for	*Mechanisms*: financial rewards, skills (-), Influence	Development studies, PhD

	Forest Management scheme provide benefits for the local communities?		*Distal*: region	holds, 5 forest officers, 20 foresters	and classical theory building approach	good forest management. Village residents took responsibility for local governance through village committees. Continuous evaluation was needed to highlight underperforming village committees. The co-ownership of the project was ineffective when village committees lacked management skills. Infringement of forest usage guidelines often ended in violence requiring government intervention.	possibilities *Practices*: feedback and measurement (-), inclusive governance (-)	
Smaldone (2007)	How effective is an intervention aiming to increase walking activity of local employees?	Local authority/government, researcher led	*Immediate*: individual *Distal*: community	41 employees from multiple worksites.	Mixed: focus groups and pre- and post-intervention survey. Pre- and post-intervention comparison via t-test	There was no significant increase in the amount of time spent walking pre and post challenge. The group that received fliers (which aimed to activate positive and reduce negative beliefs about walking) as well as social support, walked approximately one extra day per week in comparison with the social support only. Overall walking rates did not increase.	*Mechanisms*: meaning, bonding social capital, goals (-)	Public health
Southerton, McMeekin, and Evans (2011)	Can a social marketing campaign decrease water usage?	Business	*Immediate*: individual *Distal*: consumer group, region	400 households	Quantitative: comparison of before and after water usage.	Durham Water- Social marketing campaign to reduce unnecessary water usage. A community approach with multiple mechanisms (e.g., a personal visit from a project representative to answer questions and encourage change) was compared with a control group, an awareness leaflet only group, and a gardening	*Mechanisms*: meaning, awareness (-), social norms (-)	Design science, practitioner

						advice group. The community approach decreased watering by 54%. The awareness only group increased their lawn watering, suggesting that the awareness intervention portrayed lawn watering as a common, socially normative behavior.		
Southerton, McMeekin, and Evans (2011)	Can personalized marketing reduce car usage?	Local authority/government	*Immediate*: individual *Distal*: region	15,300 households in South Perth	Quantitative: percentage changes in car usage following intervention	Private car journeys reduced by 18%. The information residents were sent raised awareness of public transport as a transport option. The communication was individualized to the household, increasing its relevance and providing knowledge needed to use the transport system.	*Mechanisms:* awareness, knowledge, restructured decision environments	Design science, practitioner
Southerton, McMeekin, and Evans (2011)	Can legislation improve the energy usage of homes without the requirement of behavior change?	Local authority/government	*Immediate*: Individual *Distal*: region	Residents of Berkeley, California	Quantitative: change in household energy use	Energy efficiency renovations were required when a house was sold, leading to gradual improvement of housing stock. This led to a 13% reduction in domestic energy use. Individuals were forced by law to make the improvements.	*Mechanisms:* coercion	Political science, practitioner
Southerton, McMeekin, and Evans (2011)	Are short-term bicycles a viable environmentally friendly method of transport in London?	Local authority/government, business associations.	*Immediate*: individual *Distal*: region	Users of London transport systems	Quantitative: tracking bicycle use	Barclays Cycle Hire is a commercially sponsored scheme in London. High take-up rates indicated success. The scheme also increased the ability of bikes to become a default transport option through the wide availability of docking terminals in the environment.	*Mechanisms:* restructured decision environments	Design science, practitioner
Southerton,	Can financial	Local author-	*Immediate*:	General popula-	Quantitative:	There was resistance to wind	*Mechanisms:*	Political sci-

McMeekin, and Evans (2011)	investment op-portunities aimed at citizens in-crease support for wind energy in Denmark?	ity/governme nt	individual *Distal*: country	tion of Denmark	Amount of CO_2 saved via wind energy	farm construction in Denmark. By offering tax-free investment op-portunities the government re-framed it as a financial opportuni-ty for residents. There was a guaranteed return for local inves-tors in wind energy. By making the investment tax free the gov-ernment made it easier for people to see it as a good investment.	meaning, financial rewards	ence/ public policy, practitioner
Studer, Tsang, Wel-ford, and Hills (2008) [f]	How effective are voluntary environmental initiatives in en-gaging SMEs with environmen-tal change and CSR?	Local gov-ernment, business associa-tions/profess ional bodies	*Immediate*: organization *Distal*: in-dustry, re-gion	Hong Kong SMEs	Qualitative: interviews with seven stake-holder groups (e.g., NGOs)	Voluntary interventions (e.g., environmental support and edu-cation programmes and award schemes) had little impact on environmental and social perfor-mance of SMEs. Financial incen-tives were thought to be the most effective of the voluntary ap-proaches.	*Mechanisms*: awareness (-), knowledge (-), recognition and image (-), financial rewards	Management
Suminski Petosa, Hall and Poston (2009)	Does community based participa-tory research effectively in-crease commu-nity physical activity?	Researcher-led	*Immediate*: individual *Distal*: community	Two communi-ties within the USA (popula-tion: 4,000 – 5,000) 48 Interviews of local stakehold-ers	Mixed: inter-views and sur-veys. Analysed percentage change in num-ber of physical activity initia-tives	There was an increase in num-bers of, and attendance at, initia-tives post the community based participatory intervention. The project newsletter raised aware-ness of new initiatives. The initia-tives created a community envi-ronment with more opportunity for physical activity (dance classes, litter picking, ports leagues). The researchers set up a leadership team with various community leaders (from education, religious groups, business) and sub-groups who worked on specific initiatives.	*Mechanisms*: awareness, restructured deci-sion environments *Practices*: quick wins, connective lead-ership, inclusive govern-ance	Public health

Tashman and Rivera (2010) [f]	Does membership of a business association aiming to increase corporate social responsibility, increase socially responsible behavior in its members?	Non-profit	*Immediate*: organization *Distal*: industry	811 firms from the S&P 500 list	Quantitative: regression analysis of Corporate Social Performance ratings.	Membership of the business association, Business for Social Responsibility, was associated with more strengths in the area of CSR but not with a decrease in harmful activities. Membership encouraged changes within the accepted norms of industries. BSR facilitated members to learn from each other so that less experienced or successful companies could model their activities on those with better CSR records	*Mechanisms*: social norms, skills	Political science/public policy
The National Evaluation of Sure Start (2008)	What is the impact of Sure Start local programs on three year olds and their families?	Multi-agency: non-profit, community-based organizations, local authority/government, parents	*Immediate*: family *Distal*: community	7762 families in 165 communities	Quantitative: controlled longitudinal studies. Analysis of community-level data with control variables for family, child and area characteristics, comparing children at t1 nine months of age and t2 three years, 93 sure-start areas (n=5883 families. Control of 72 areas with similar characteristics (n=1879 families).	See Bagley and Ackerley (2006) for description of Sure Start program. Sure Start program associated with improvements in parenting skills leading to improvements in child physical health, social and emotional development, and increased service use (e.g., healthcare immunization).	*Mechanisms*: skills	Public health

The National Evaluation of Sure Start (2010)	What is the impact of Sure Start local programs on five year olds and their families?	Multi-agency: non-profit, community-based organizations, local authority/government, parents	*Immediate*: family *Distal*: community	6420 families in 165 communities	Quantitative: controlled longitudinal studies. Analysis of community-level data with control variables for family, child and area characteristics, comparing children at t1 nine months at age and t2 three years, and t3 five years of age, n=93 sure-start areas (n=4765 families). Control n=72 areas with similar characteristics (n=1655 families).	See Bagley and Ackerley (2006) for description of Sure Start program. Sure Start program associated with improvements in children's physical health, improved quality of parenting, stimulating home learning environment that is less chaotic, less harsh discipline, also less worklessness among parents.	*Mechanisms*: skills, restructured decision environments	Public health
Thorn (2007)	What was the impact of the media strategies used by the anti-apartheid case?	Social movement	*Immediate*: individual *Distal*: country	Anti- apartheid movement	Case study	The African National Congress developed anti-apartheid radio programs that were broadcast globally and supported by the UN. They developed contacts with journalists who could gain greater attention for the movement. These actions raised awareness of the anti-apartheid cause and damaged the international image of the South African	*Mechanisms*: awareness *Practices*: leveraging relationships	Sociology

					government.		
Vasi (2009) [f]	How has the environmental movement impacted the wind energy industry?	Social movement, non profit	*Immediate*: individual, organization, industry *Distal*: institutions and institutional practices	143 countries and all US states	Quantitative: multivariate regression analysis of secondary data	The authors hypothesized that pro-environmental states would be more open to influence from wind industry stakeholders resulting in policy that would facilitate entrepreneurs to enter and develop the wind industry. They found support for this in countries with good wind potential.	*Mechanisms*: influence possibilities	Sociology
Vos and Welsh (2010)	What strategies are effective in reducing childhood obesity?	Researcher-led	*Immediate*: individual *Distal*: community	School-aged children	Narrative review	Increasing the availability of healthy foods while decreasing availability of less healthy options led to a decrease in BMI in school children. In another example, increasing availability of fruit alone did not lead to health improvements.	*Mechanisms*: restructured decision environments (+/-)	Public health
Watson-Thompson, Fawcett, and Schultz (2008)	What are the effects of strategic planning on community change in two urban neighborhood coalitions?	Non-profit, researcher - led	*Immediate*: organization (community coalitions) *Distal*: communities	Two urban neighborhood coalitions.	Mixed: quantitative coding of semi-structured interviews	The Kauffman Foundation funded the strategic planning intervention to build local skill for facilitating community change. The researchers ran a one-day strategic planning session with community members aiming to build a shared vision of community change. Change was measured by new or modified programs, policies, or practices. The council extended the reach of its programs by partnering with other local organizations (e.g., summer program for at-risk youth in partnership with a faith based com-	*Practices*: shared vision(+/-), project skill base (+/-), leveraging relationships	Psychology

					munity organization and a local church). Researchers recorded 100 instances of change in one community but only 19 in the second due to internal conflicts in the second community coalition.			
Weber, Heinz, and DeSoucey (2008) [f]	How do new markets emerge and how can social movements effect cultural change, specifically through the creation of grass fed dairy markets?	Social movement	*Immediate*: organization *Distal*: consumer group, industry	41 semi-structured interviews with activists, farmers, consumers and journalists	Qualitative: interviews, archival data, participant observation	Grass fed dairy farming as a movement attracted entrepreneurs who were newcomers to farming and needed to develop farming specific skills to join the industry. Entrepreneurs who persisted in the production of grass-fed dairy, despite higher commercial risks than dominant production methods, framed their work as a natural, sustainable and authentic. This framing of the movement also reinforced shared vision and closer relationships between customers and entrepreneurs. These relationships were leveraged to encourage word of mouth marketing that increased the market size.	*Mechanisms*: meaning, skills, bonding social capital *Practices*: shared vision, leveraging relationships	Management
White, Agurto, and Araguas (2006)	Do goal- setting methods within a peer support group promote sustainable improvements in health behavior?	Non-profit	*Immediate*: individual, household *Distal*: community	100 low socio-economic status women aged 40 to 60	Quantitative: pre- and post-intervention comparison of health behavior change with six month follow up	Peer support sessions, run by local women, facilitated goal setting and tracking, leading to health behavior change via collective action (e.g., bulk buying vegetables, creating walking groups). Increased healthy behaviors were also noted within families.	*Mechanism*: goals, feedback, efficacy, knowledge, bonding social capital *Practice*: inclusive governance	Public health

| Williams (1995) | How have school-community networks influenced education and communities in Chicago? | Community-based organization | *Immediate*: individual

Distal: community | Three communities in Chicago, USA | Mixed: case studies analyzing questionnaires, interviews and archival documents | The school-community partnerships networks built up comprehensive programs around the children attending to build their self-efficacy, skills and knowledge necessary to overcome adversity (e.g., a safe school network to reduce fear of gang violence, an infant and family development center to support mothers to stay in school, science and maths clubs). There were a small number of influential leaders who gave the project direction and via bridging social capital/relationships brought stakeholders together. One network included a bank that provided financial resources and volunteers. The schools enlisted the help of parents, feeder elementary schools and local businesses to draw on their knowledge and increase the scope of projects. | *Mechanisms*: efficacy, skills, knowledge, bridging social capital, restructured decision environments

Practices: shared vision, connective leadership, local knowledge, involved stakeholders | Political science/public policy, PhD |
| Williams et al. (1996) | How can schools be helped to become more active in health promotion? Lessons from primary schools in Australia | Non-profit, community-based organization | *Immediate*: organization (schools, implementation of health program), individuals (schoolchildren) community | 15 primary schools | Mixed: process evaluation of project to implement school health promotion programmes, using interviews and surveys | 15 primary schools adopted a health promoting schools approach through projects with local community involvement and support from outside agencies. Implementation was enhanced by identifying and developing projects based on local community need, planning a recruitment strategy to engage schools in the project and tailoring programmes | *Practices*: shared vision, local knowledge, project skill base, involved stakeholders, inclusive governance, leveraging relationships

Legitimacy | Public health |

			Distal: region			to complement the core activity of the school, so the projects were context dependent, and not using a one size fits all approach. The implementation phase featured, involving the whole school community, establishing harmonious relationships using credible external agencies to advocate and support the project and conducting in-service training enhanced the program. Providing support and follow-up to schools and teachers helps to ensure sustainability. Mobilising the local community and providing public relations support appeared to be important to the schools.		
Wolfe (2006)	How do community foundations bring about local social change and how effective are they?	Community-based organization	*Immediate*: organization *Distal*: community	Three comparative cases of social change-focused initiatives by a community foundation in California. The initiatives addressed: 1. youth violence; 2. the disproportionate number of youth of color in juvenile detention; 3. increasing community	Qualitative: comparative case studies over three and a half year period	Community foundations can act as leaders of social change through mobilizing others and institutionalizing change. They used a broad range of tactics including social movement tactics such as framing. They placed great emphasis on relational mechanisms to build networks among actors to facilitate change and work collaboratively on change. In terms of mobilization and institutionalization, community foundations acting as local leaders of social change must forge a collective identity among their target groups, who must see	*Mechanisms*: meaning, bridging social capital *Practices*: building shared vision, connective leadership, leveraging relationships Legitimacy	Sociology, PhD

				members use of smart growth and equity and inclusion principles in local development		the value of the proposed approach. Legitimacy and resources from another source helps facilitate mobilization and institutionalization. There needed to be tr**ust in** the community foundation's motives, ability and long-term stability and transparent understanding of the size of the project, and the depth of the desired changes		
World Wildlife Fund and Brooklyndhurst (2012) [f]	Is there a retail business case for promoting and supporting sustainable diets?	Social movement, organizations	*Immediate*: organization *Distal*: consumer group, industry	Four case studies of UK retail efforts to promote or support sustainable diets	Mixed: interviews and reports used for qualitative and quantitative information relating to in-season produce, vegetable based meals, meat in ready-meals, and volume of dairy products consumed.	Major hurdles reported in fully implementing sustainable diets: 1. reputation and credibility risks associated with providing consumers with advice and information about sustainable diets in the absence of a universally agreed definition among stakeholders; 2. commercial disincentive to change consumption patterns in the absence of policy requirements to act.	*Mechanisms:* financial rewards Legitimacy	Design science, practitioner
York (2009) [f]	Under what conditions and using what process can entrepreneurial action overcome the logic of collective action to provision public	Organizations	*Immediate*: organization *Distal*: industry	Panel data: 11,934 registered LEED projects. Interviews with 22 founders and stakeholders in renewable energy startups	Mixed: regression analysis of panel data of projects registered for the Leadership in Energy and Environmental Design (LEED)	The uptake of a voluntary green building certification program (LEED) is increased when it is supported by large private institutions (US Green Building Council) signaling a pro-environmental industry norm. Some entrepreneurs found traditional profit models could better promote sus-	*Mechanisms:* social norms, financial rewards, resources	Management, PhD

	goods?				program and thematic analysis of interviews with entrepreneurs	tainability than traditional not-for-profit methods via increased access to financial resources (venture capital). Other entrepreneurs entered the market because of the potential to earn money.		
Yunus (2010)	How has Grameen developed a social business model to address child malnutrition, social inclusion and economic development in Bangladesh?	Social enterprise	*Immediate*: individual, family, community *Distal*: region	Grameen-Danone joint venture	Qualitative: case study	Danone partnered with Grameen to deliver high nutrient yogurt at an affordable price to improve children's health in rural Bangladesh. The skills within Danone made this project feasible, particularly when the product needed redesigning due to supply cost increases. When sales were low, feedback and local knowledge were vital in discovering the barriers to local women selling successfully (lack of sales skills and unsupportive spouses). The existing local capacity for direct sales and reliable supplies were accessed through other Grameen project networks.	*Practices*: project skill base, local knowledge^ (+/-), local capacity, inclusive governance^, sustainable resource base^, innovating opportunities^	Management, practitioner
Yunus (2010)	How has Grameen developed a social business model to provide bone marrow transplants, and address social inclusion and economic development in Pakistan?	Social enterprise	*Immediate*: Individual *Distal*: Region, country	Care2Children and Grameen Health	Qualitative: case study	Care2Children was an NGO operating in Pakistan, which sought to reproduce its success providing bone marrow transplants but with a sustainable business model. It achieved this through training local health care practitioners and funding procedures for poor patients using income from procedures on more wealthy patients. Patients and their families	*Mechanisms*: knowledge *Practices*: project skill base, sustainable resource base, innovating opportunities	Management, practitioner

						must learn about managing the spread of the disease as a condition of treatment.		
Yunus (2010)	How has Grameen developed a social business model to provide safe water to the rural people in Bangladesh, and address social inclusion and economic development?	Social enterprise & organization	*Immediate*: individual, family *Distal*: region	Grameen Veolia water joint venture	Qualitative: case study	Veolia water collaborated with Grameen to set up a social business that would bring safe water to the rural people in Bangladesh. Veolia water supplied the research and development skills to build a treatment plant. They built a small plant so the venture would self-sustain with lower throughput. They carried out surveys to gain knowledge of the local situation and spoke to people in village about providing water, raising awareness of the issue of unsafe water. The plant provided low cost water as a resource to improve health, however most peoples' water consumption did not change.	*Mechanisms*: awareness (-), resources (-) *Practices*: project skill base, local knowledge (-), sustainable resource base	Management, practitioner
Yunus (2010) [f]	How has Grameen developed a social business model to provide services to organizations setting up social enterprise initiatives?	Social enterprise	*Immediate*: organization *Distal*: industry	Grameen Creative Lab	Qualitative: case study	Grameen Creative Labs (GCL) is a social enterprise providing services to organizations wishing to set up social enterprise initiatives. For a fee, GCL provides organizations with the skills and understanding to make their initiatives successful and sustainable. They also raise awareness of social enterprises through large events such as Social Business Day, which was designed to host 20,000 people in Milan at its	*Mechanisms*: awareness, knowledge, skills *Practices*: sustainable resource base, leveraging relationships	Management, practitioner

						launch. GCL are now working with BASF (chemical manufacturer) and Adidas. By charging consulting fees GCL have a sustainable resource base while driving social change projects. Their relationships with organizations facilitates collaborations in diverse fields and encourages innovation in both the products and the business models.		
Yunus, Moingeon, and Lehmann-Ortega (2010)	How has Grameen developed social business models to balance economic and social pressures?	Social enterprise	*Immediate*: Individual *Distal*: family, community, region	Three social enterprises: Grameen joint-ventures with for profit organizations (Telenor, Veolia, Danone)	Qualitative: comparative case studies	The Danone project, unlike Telenor, was set up with a clear social rather than financial profit motive and thus was more successful in its social mission. Their social enterprise, supplying nutritious food products, drew on existing local culture and systems rather than imposing a top down approach. It involved local people in the modes of delivery that provided them with active input into the initiatives (e.g. delivery of Danone by local Grameen 'ladies'). Grameen partnerships are built on innovative business models- in the case of Danone the investment fund was formed with a social rather than financial mission statement to provide flexibility in addition to resources (See Yunus, 2010 for more information on Danone Grameen joint venture and Veolia water)	*Practices:* shared vision(+/-), local knowledge, inclusive governance, sustainable resource base, innovating opportunities	Management

| Zietsma (2002)[f] | What were the determinants of institutional changes of environmental practices in the British Columbia coastal forest industry? | Social movement, organizations | *Immediate*: organization

Distal: industry | 66 stakeholders in BC logging including MacMillan Bloedel employees | Qualitative: interviews, field notes, and secondary data (media and academic accounts of the BC coastal forestry issues). Analyzed using a grounded theory approach | MacMillan Bloedel reframed their view of environmental activists as competitors rather than enemies. Social norms changed in relation to appropriate treatment of local environments. The threat of international boycott was a coercive pressure on MacMillan Bloedel as well as being an immediate threat to company image. MacMillan Bloedel took a leadership role in creating industry wide change by encouraging other organizations to become more pro-environmental via a coalition. | *Mechanisms*: meaning, social norms, coercive pressure, image and reputation

Practices: connective leadership, leveraging relationships | Management, PhD |

Note.

[1] Studies indexed [f] investigate change processes focused on fields, studies indexed [fi] investigate change processes focused on both fields and individuals. Studies that are not indexed investigate individual focused change processes. The nature of the change process was coded inductively by the authors.

[2] We differentiate immediate targets that are the focus of the empirical research in the studies we reviewed from distal targets, which are the targets that an intervention eventually sought to change. The coding of distal targets is not based on direct empirical evidence but on additional information provided in the studies and the authors' interpretation of it.

[3] This includes the coding of change mechanisms and organizational practices as defined in the paper. 'Legitimacy' indicates that the broad enabling condition 'project legitimacy' was present in a study. Furthermore, (-) indicates that a mechanism/practice was investigated in a study but had a *negative* effect on creating behavior change towards PSC. (+/-) indicates that a mechanism/practice was investigated in a study but had an *ambivalent* effect on creating behavior change towards PSC. (o) indicates that a mechanism/ practice was investigated in a study but had *no* effect on creating behavior change towards PSC.

^The case study underlying the coding of these mechanisms was described in two sources included in the review. The mechanisms that were described in both sources were only counted once for analysis purposes.

[4] The discipline of study is categorized based on the disciplinary field of the journal a study was published in. We classify practitioner studies according to their approach. For example, some practitioner studies focus on management issues, whilst others focus on designing solutions and thus are classified as 'design studies' along with disciplines that have a clear design focus such as architecture and engineering. PhDs are classified based on the nature of the department they were completed in.